

US Army Corps  
of Engineers

**USACE**  
**Fiscal Year 1999**  
**Consolidated**  
**Command**  
**Guidance**

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**HQUSACE**  
**July 1998**

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## FOREWORD

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The Fiscal Year 1999 (FY 99) Consolidated Command Guidance (CCG) is the Command's near-term blueprint for fulfilling our vision. This year our near-term guidance is more strategic than in previous years. We are focusing out three years instead of one in an attempt to provide a backdrop that will assist our new Regional Management Boards (RMBs) in developing three-year operating budgets.

Our Scenario-Based Strategic Planning Process (SBSP) is moving along so well that we have dismissed the concept of a USACE Campaign Plan in favor of emphasizing the initiatives that we foresee springing from the SBSP. Therefore, my guidance to you is to continue pursuing the "initiatives" based efforts that comprise your Campaign Plans and Operations Plans and prepare to address those initiatives that will soon emerge from the SBSP. By spring of 1999, we will be migrating from "Strategic planning" into "strategic management." Thus, this CCG presents a baseline Strategic Management Process.

Also new this year, I draw your attention to a series of "Corps Customer Activity Reviews" (CCARs) which I am chartering along the lines of the Army's Functional Area Analysis (FAA) process. These reviews will be phased over the next two years and will be Corpswide in scope (Districts/Divisions/HQ USACE). I am looking for these reviews to refine and realign our business processes and, thereby, revolutionize effectiveness. See Chapter 1 for the guidance.

As a Command, we have come a long way in the past 22 months. I am proud of the zeal with which we have all pulled together. Certainly, I have raised the bar for our leaders and managers, requiring a 20-year perspective and, in FY 99, a process to generate three-year operating budgets. And, characteristically, you have more than met the challenge. It is my intention that we use this year's CCG to coalesce our energy in an even more successful foray into accurately charting and fulfilling our vision.

**ESSAYONS!**



JOE N. BALLARD  
Lieutenant General  
Commanding

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**FY 99 CONSOLIDATED COMMAND GUIDANCE**

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# INTRODUCTION

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## GENERAL

The Consolidated Command Guidance is a single document which for the past several years has presented resource and performance requirements for the upcoming FY. The Command Management Review (CMR) and other types of performance review sessions have and will provide mission execution feedback to USACE Commanders.

## USES AND ORGANIZATION OF THE CCG:

1. FY 99 Consolidated Command Guidance is a major command level document that outlines USACE resources and procedures to monitor mission execution. This document:

a. Links the Corps' Strategic Vision and the command-wide aspects of the HQUSACE Campaign Plan to mission execution: Chapter 1.

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

c. Establishes the FY 99 Performance Execution targets and the CMR indicators: Chapter 3.

2. Consolidated Guidance will be used by HQUSACE to:

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

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

3. Major Subordinate Commanders, District Commanders, Laboratory Commanders and Chiefs of Field Operating Activities are expected to use the CCG to help them establish:

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

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

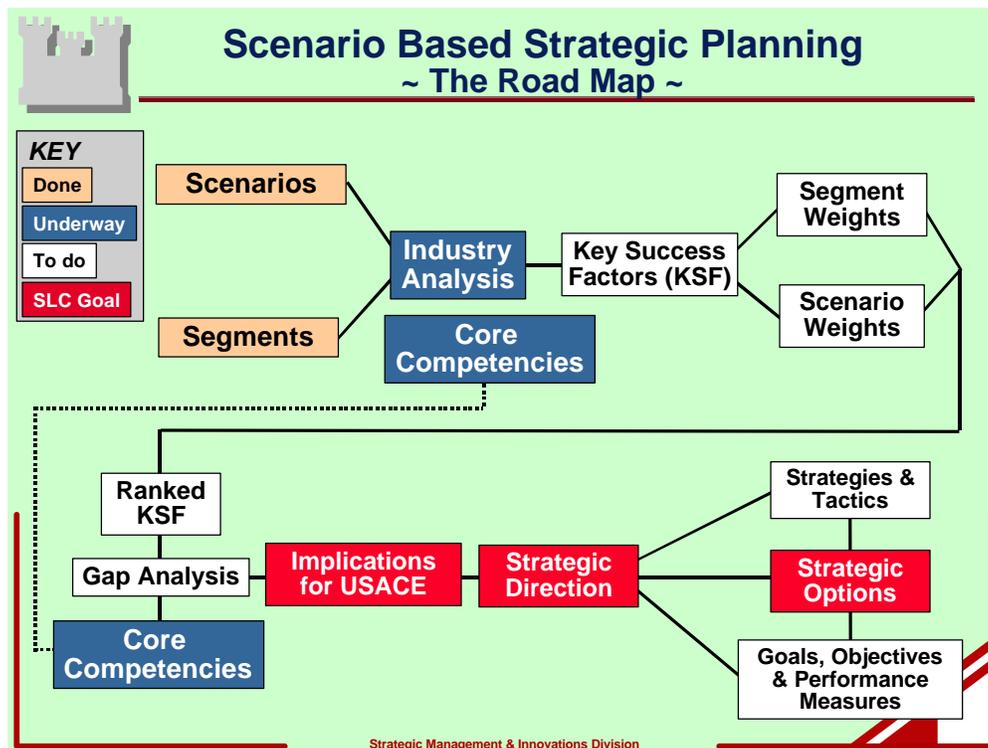
c. The systems to provide a free-flow of data and information throughout the Command and HQUSACE.

**CHAPTER 1**

**USACE STRATEGIC PLANNING**

Two years ago, USACE achieved its first interconnected set of strategic planning documents — our Strategic Vision and a set of subordinate “initiatives-based” Campaign Plans and Operations Plans for HQUSACE and the USACE Divisions and Districts. In the intervening year, we have refined our management processes to focus on implementing the vision and its planning documents. We term this effort “Strategic Management.”

In October 1997, USACE embarked on a more rigorous strategic planning process that looks forward 20 years. This process has generated the building blocks of information on which USACE leadership will base decisions on future change initiatives. These building blocks include trends, uncertainties, scenarios, strategic segmentation of business activities, industry analysis, our USACE core competencies, and future key success factors. At the Senior Leader Conference this summer, senior leaders will use this information to focus on initiatives the command should pursue. Following the Senior Leader Conference information on SBSP results will be accessible through the Strategic Planning button on the USACE Internet Home Page.



Between now and the FY 00 CCG, the USACE Strategic Management Process will use the tools of the scenario-based strategic planning (SBSP) process to produce a gap analysis, a revised set of strategic directions, a set of strategic options, associated strategies and tactics, and command-wide goals and objectives. Possibly most important, this plan will generate a set of strategic performance measures which can be related to actual performance (balanced scorecard). This will serve as a viable link to our newly developed Strategic Management Process and give us the tools to update and refine our original Strategic Vision Document.

This year's CCG describes and prescribes a major commitment of this command to strategic planning and follow-up management to implement those plans.

### **USACE STRATEGIC MANAGEMENT PROCESS**

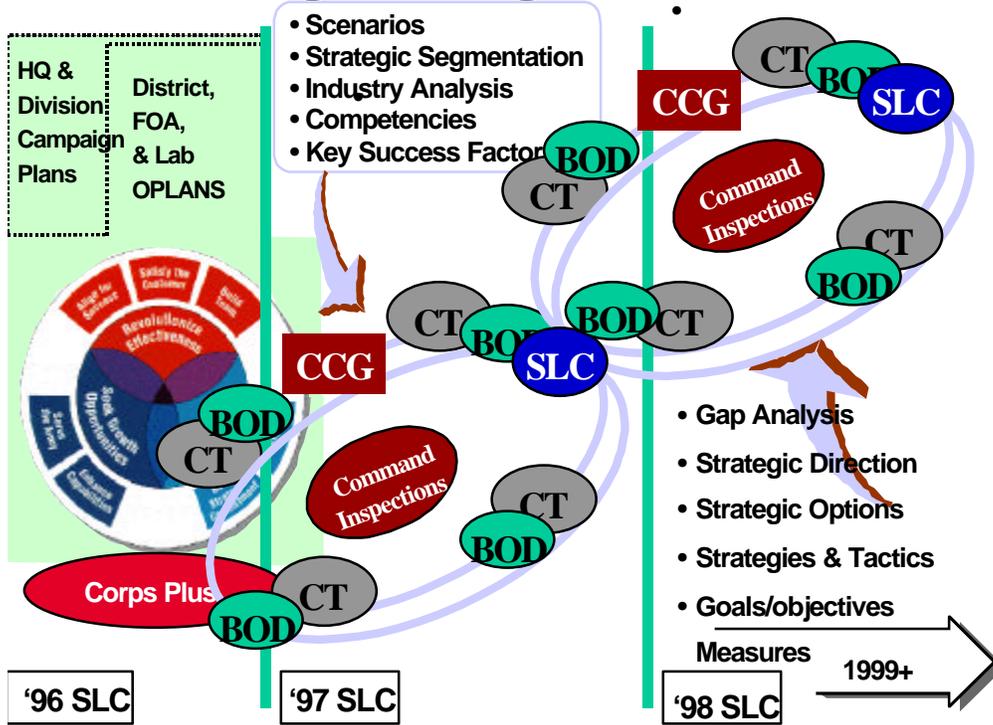
The USACE Strategic Management Process has been evolving to meet the requirements of making sure that our corporate management decisions and implementation of those decisions stay on track with our strategic plans and our senior leadership's guidance as to how these plans should actually unfold,

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

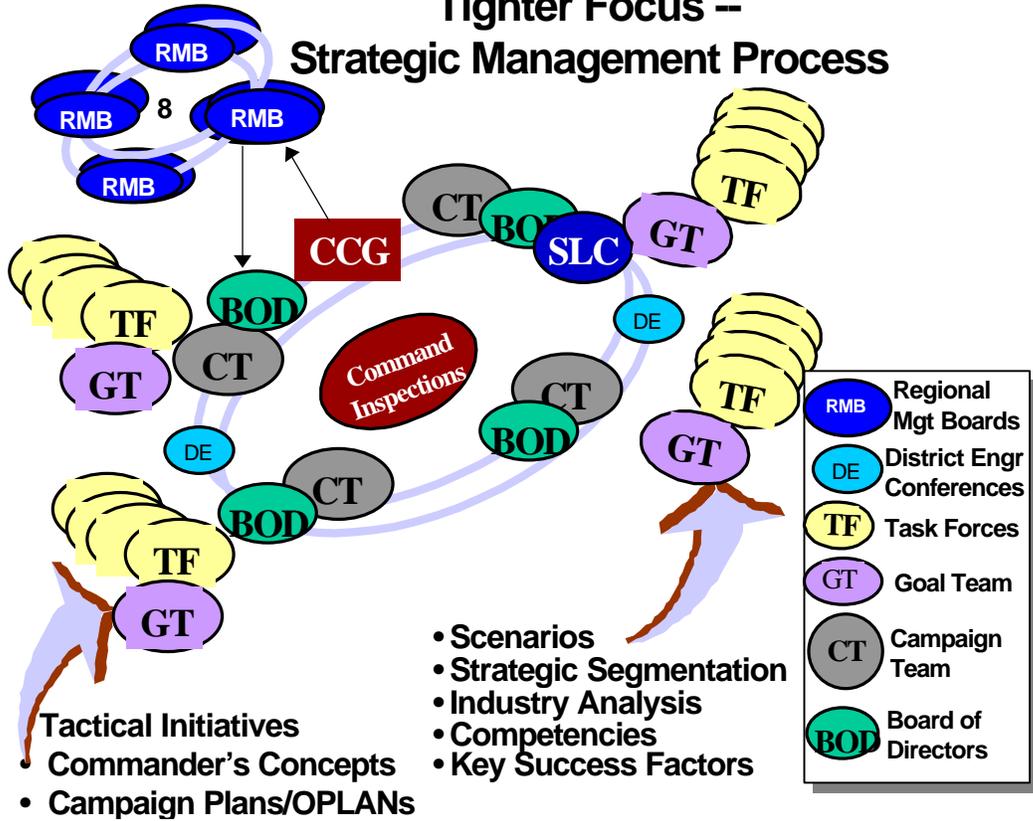
Note the planning time line which runs along the bottom from Vision development through the SBSP process. It is a linear sequence of analysis, decisions, and actions (events).

The cyclic events depicted above the planning cycle are events that constitute the mechanisms we have established for managing the "tactical" initiatives that, of necessity, emerge from any strategic planning effort. The components of the SMP are described and discussed below the diagram and depicted relationally on the diagram.

# Strategic Management Process



## Tighter Focus – Strategic Management Process



- Regional Management Boards (RMBs): Recurring meetings (at least quarterly) These boards are composed of Regional PM and RM personnel as well as other key personnel and their mission is to cross-level requirements to operationalize the Division as a Business Center (i.e., a major component of the Revolutionize Effectiveness Goal).
- Campaign Team. The assembled HQUSACE General Officer and Senior Executive Service members who are stationed at HQUSACE. This group is now charged with meeting quarterly soon before the Board of Directors (BOD) meets. The purpose of the Campaign Team meeting is to discuss any topics of strategic import which are to be addressed by the BOD to ensure that their perspectives are aired before the Commanding General and Deputy Commanding General prior to the BOD addressing these same topics. Thus, the Command has provided the forum and process to promote wide-spread strategic dialogue in the appropriate sequence to ensure full discussion and disclosure prior to decisions by the CG.
- Board of Directors (BOD). Quarterly day-long meetings of all Division Engineers plus four SES's to address strategic issues and make recommendations to the CG. The BOD is comprised of all MSC Commanders plus four SES's (currently Dr. Link, Mr. Steve Coakley, Ms. Kristine Alaman, Mr. Donald Herndon). Each member has an "Emerging Leader" Program graduate who serves as their support staff. The ELC'ers serve as support staff as well as participating as "shadows" to this strategic process, thereby observing how leaders lead, how issues progress from concepts to decisions. Each quarter, the ELC support team receive a team assignment — a topic on which the BOD elicits their perspectives and advice. The BOD presentations, minutes, and on-line working dialogues are posted at the HQUSACE Web Site (<http://sawnotes1.saw.usace.army.mil/bod.htm>)
- Command Management Review (CMR). The CMR is a quarterly meeting in which all HQUSACE Staff principals meet jointly with all MSC Commanders to address measures of operational efficiency. These measures are portrayed and compared across all MSC's to depict a corps-wide status report which identifies areas for improvement and promotes sharing of best practices. The CMR is always scheduled for the morning following the BOD sessions, in

order to minimize travel requirements and provide a standard sequence of events. CMR charts are posted on the USACE INET Web Site (<http://www.usace.army.mil/inet/functions/rm/rmpg/cmr/cmr.html>). Although we strive to have standard CMR measures there is generally some change in measures through the year (see Chapter 3 of this document for guidance on recurring CMR measures).

- Senior Leadership Conference (SLC). The SLC is an annual conference in the early fall which brings together all USACE SES's, MSC Commanders, HQUSACE Staff Principals, Lab and FOA directors. This conference constitutes an annual senior level working session at which strategic issues are briefed, discussed, and worked. It is through this milieu that the Commander is able to ensure focus and clarity of senior leadership as regards the Chief's key strategic initiatives. See the INET SLC Home Page for details of last year's and this year's SLC — dates, location, agenda, briefings, photographic record: <http://www.usace.army.mil/essc/slc/>.
- Emerging Leader's Conference (ELC). Conducted concurrently with the SLC, the ELC is an annual conference held for mid-level USACE managers. This is a combined educational and networking opportunity for a select group of mid-level managers. The ELC agenda consists of both individual assessment modules as well as attendance at joint SLC-ELC sessions where major strategic issues are briefed and discussed. From a strategic perspective, the ELC is a major investment in developing USACE's future leaders in the strategic dialogue.
- District Engineers' (DE) Conferences. Twice annually the USACE DE's meet to address strategic issues, exchange lessons learned, make recommendations to the Commander and receive his guidance. In the fall, the DE's assemble in Washington, D.C. for a two-day session of corporate updates, strategic dialogue, and face-to-face idea exchanges with the Commander. In the spring, they travel to Ft. Leonard Wood to join with MSC Commanders, SES's, HQUSACE senior staff, and the other members of the Engineer Regiment to focus primarily on project and policy updates and team building events. Although this is not a USACE-only event, it is a recurring opportunity for coalescing the energy of the USACE Headquarters and field leadership.

- USACE Organizational Inspection Program (OIP). The HQUSACE OIP has been redesigned to consist of a two-tiered process of Command Staff Inspections, IG Inspections, Command Visits, and Staff Assistance Visits. Chapter 2 contains a more detailed description of this new process as well as the schedule for its first four-year cycle (1999-2003) . The agenda for these visits is structured around the Corps Plus Strategy. All OIP read-aheads and after-action reports will methodically enumerate (function-by-function) how the MSC are fulfilling the USACE Strategic Vision.
- Consolidated Command Guidance (CCG). This annual guidance document strives to issue both the strategic and tactical guidance required to provide direction on major and recurring matters of significance Command-wide. This document is provided in hard copy as well as on the INET Home Page:  
<http://www.usace.army.mil/inet/functions/rm/rmpg/rmpg.htm>.

### **CORPS CUSTOMER ACTIVITY REVIEWS (CCAR)**

As part of the USACE Strategic Management Process, over the next two years, we will be conducting a series of Corps Customer Activity Reviews which are designed

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

In this era when we are changing our business processes and structures to become more matrix managed, more simultaneous than sequential in phasing, and more regional than local in nature, it is still necessary for us to review our business processes to seek improvements. In order to avoid the trap of sub-optimizing on our stovepipe processes, we have structured these reviews to focus on the Customer Activity areas identified in the Scenario-Based Strategic Planning Process.

The guidance for this two-year review cycle will be issued in September and will provide a template for the final report/briefing products, will prescribe standard software for documenting the reviews, and will provide the schedule of start/stop dates. This CCG merely identifies the sequence of those activities to be reviewed and who will lead each initiative. The start / stop dates for the first review will run between September 1998 to March 1999. The remainder of the reviews will have staggered start dates which will allow the entire cycle to be completed by September 2000.

- Operate and Maintain — CW lead with MP support (include Installation support)
  - Those activities associated with assuring that a project or program functions and operates as designed for the life of the project. Included in this category are such activities as performing routine inspections of projects, maintenance of projects, performing necessary repairs, replacements, or rehabilitation of project components to sustain their operation, development of operating manuals for projects, maintenance dredging, emergency response preparedness, repairing buildings, and upgrading software packages. This activity includes installation support activities.
- Regulate — CW lead with Chief Counsel support
  - This activity involves successfully carrying out all regulator responsibilities assigned to an agency or firm plus assuring that an agency or firm is in compliance to all regulations to which it is subject. Included in this activity are all evaluations and analyses required to carry out the assigned regulatory responsibilities, processing permit applications, rendering decisions, processing permit appeals, carrying out court directed decisions, and developing and implementing those procedures necessary to successfully implement permit or regulator responsibilities.
- Acquire, Dispose, Contract — RE Lead with LD, PARC, HR, CC, DB
  - Those activities associated with obtaining all necessary assets required to implement a project or program. Included in this activity are the procurement and disposal of needed real property assets, logistics, human resource operations, procuring the services of a contractor to perform a set of duties or to obtain necessary material or supplies, training, and the management of these assets.
- Plan, Design, and Construct— MP lead with CW, Environmental, and Installation support participation
  - Those aspects of project or program implementation from inception of an idea to the point that the project is constructed and ready to turn over to the local sponsor or final user or until a program is implemented. Phases contained in this activity include: Problem definition, identification of the without project condition, identification of alternative solutions, evaluation of those

alternatives, benefit computation, environmental aspects cost engineering, surveying, selection of the preferred alternative, approval of the project or program, development of concept design, and plans and specifications are construction management, development of bidding documents, quality control and quality assurance for construction, administration and evaluation of construction contract modifications, and the procurement of construction material and expertise needed for construction or program implementation.. Types of products included in this activity are feasibility reports, master plans, concept designs, general design memoranda, value engineering documents, MCACES cost estimates, and final design documents, activities associated with taking a project or program from final design to through implementation to turn over to the local sponsor or final user of the product.

- Technology Innovation and Transfer — R&D lead with IM, et. al. support
  - The application of specialized skills, techniques, and tools used in the development and implementation of specific engineering related projects, programs, or activities. This process normally equates to the application of the research and development phase of an industry. When applied to a specific engineering undertaking, the skills, techniques, or tools are used to complement other phases of project or program implementation.
- Invest in People — HR lead with EEO, SO, CC support
  - Those activities associated with how we treat our people: work assignments, training, occupational health, workman ' s compensation, awards and complaints processing, union relationships, etc.

## **GOVERNMENT PERFORMANCE AND RESULTS ACT (GPRA)**

The objective of the Results Act is to redirect Federal Agencies' current focus and preoccupation with processes and activities to a focus on achieving desired program results. Program results are defined in terms of intended program outcomes (authorized program purposes), customer satisfaction, and service quality. To accomplish this redirection of management focus the Results Act requires the three following actions:

1. Develop a strategic plan by end of FY 97 and subsequently in three-year intervals. Each plan should:

- look forward at least five years
- include the agency's mission statement
- identify the agency's long-term goals
- describe how the agency intends to achieve these goals through its activities and human, capital, information and other resources

2. Submit an annual performance plan beginning in FY 99 and each succeeding fiscal year. The plan should:

- provide a direct linkage between strategic planning goals and program performance goals in terms of achieving mission, strategic goals and authorized program purposes
- contain the agency's annual program performance goals
- identify the program performance measures the agency will use to assess its progress

3. Submit an annual performance report for the previous fiscal year beginning in March 2000. Future performance reports must include performance data for the covered year and the three prior years. For Fiscal Year 1999, 2000, and 2001, the performance report may--but does not have to--include performance data for years prior to Fiscal Year 1999.

- review and discuss goals established in the annual performance plan
- explain the reason a goal was not met and describe plans and schedules for meeting that goal, or, if the goal was impractical or not feasible, explain the reasons for that determination and the action recommended
- adjust the performance plan for the next fiscal year (e.g., FY 00) submitted in light of the performance report for the previous year (e.g., in FY 99 report).

The Results Act requirement for a disciplined linkage of strategic planning to performance planning and accountability reporting is to facilitate the redirection of organizations to results-oriented management. A results orientation overcomes some of the limitations of measuring organizational success primarily in terms of activities and processes (e.g., funding account expenditure rates, number of decision documents completed on schedule, or regulatory permits processed). The Results Act directs management to measure success in terms of desired program results (e.g., improved flood damage prevention, improved navigation services, wetland acres preserved). The distinction between measuring processes and outcomes is important. When an agency focuses on outcomes, it defines the "bottom line" of its business endeavors. Those who assess an agency's role and worth can do so in terms of the products and services the agency actually delivers. It is the program outcomes that make sense to the agency's customer base and to those who fund its programs (Congress, OMB).

The Results Act directs agencies to involve stakeholders and customers in assessing the current environment (including external factors) and setting goals. Stakeholders include members of Congress, the Administration, State and local governments, project cost sharing partners, direct recipients (beneficiaries) of project services, interest groups, agency employees, and the taxpayers. Customers are those who benefit from the delivered program services. Stakeholder and customer groups often have competing demands (e.g., an agency with an environmental mission must balance the demands of industry, government, and environmental advocacy groups which are often in conflict with each other). Customer surveys, data collection systems, and public forums are tools which can be useful in articulating and clarifying the expectations of stakeholders and customers and in defining goals and priorities.

The Results Act directs agencies to align goals and activities to resources. Annual performance plans are to relate performance levels to resource levels being recommended. Program goals should link budget activities to supporting mission and achieving program results, customer satisfaction, and service quality. Program goals and objectives need to be clearly defined for all levels of an organization to assure alignment of corporate focus and goal achievement.

Status:

- The initial Civil Works Strategic Plan was submitted to OMB and Congress in August 1997 by the Acting Assistant Secretary of Army for Civil Works (AASA(CW)). It received a low evaluation score from the Government and Accounting Office and the House Committee on Transportation and Infrastructure. A revised Civil Works Strategic Plan was resubmitted to OMB in December 1997 and then Congress in March 1998 by AASA(CW). Review comments from Congress are pending.

- Draft FY 99 Annual Performance Plans were submitted to OMB in December 1996, September 1997 and December 1997. The last two drafts reflect revisions to accommodate the August 1997 and December 1997 draft Civil Works Strategic Plans. Review comments from OMB on the December 1997 draft performance plan will be forthcoming from OMB after Congressional committees provide review comments on the revised March 1998 Civil Works Strategic Plan.

**-The Results Act and the CCG**

The CCG aligns with the intent of the Government Performance and Results Act. Many of the component requirements of the Results Act are present in the CCG and hold the potential to align annual organizational goals with budget activities, performance indicators, measurement criteria, and resource guidance. With each edition of the CCG, we can more closely link program goals and resources with the USACE Strategic Vision.

Currently, the CCG reflects the process and activity measures that have traditionally been important in USACE to measuring Civil Works program performance. The CCG will evolve with the USACE Visioning Process and include results-oriented program performance measures as these measures receive approval from OMB and Congress. The effect of the Results Act will not be to replace existing process performance measures with a different set of outcome measures but to produce a better balanced set of performance measures. By implementing a “Balanced Scorecard” approach to measuring results across key dimensions of performance (e.g., program outcomes, customer satisfaction, service quality, management effectiveness and efficiency, and quality of work life), we can better plan for and achieve success in ways that meets stakeholder needs and expectations. The USACE evaluation of mission execution (the Command Management Review or CMR) and internal Program Review Boards are evolving as management vehicles for implementing the USACE Strategic Vision. As these forums evolve and pick up the results-orientation dimension, they will also support fulfilling the objectives of the Results Act.

FY 99 CONSOLIDATED COMMAND GUIDANCE

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**CHAPTER 2**

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**Resources**

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## GENERAL REMARKS

1. This chapter is a road map to the resource guidance governing the allocation of resources given to USACE for mission accomplishment. This chapter identifies major sources of funds, program managers, estimated workload, and manpower and high grade allocations and other guidance useful in developing Regional Business Center operating plans, local operating budgets, and measuring performance of field activities.
2. All commanders are reminded that OMB Circular A-76, as augmented by higher authority implementing guidance, must be used for determining the performance of commercial activities using government facilities and personnel or by contract. This includes decisions regarding new starts, expansions, and existing services. Conversions to contract solely to avoid personnel ceilings or salary limitations are prohibited by the Circular.
3. The **USACE Program Summary** represents a three-year macro update of program for the Command. It is provided to assist Regional Management Boards (RMBs) in developing their three-year Command Operating Budgets (COB). The Program Summary is based on the FY 99 President's Budget and latest revision to the Program Objective Memorandum (POM). The Military program amounts include both direct and reimbursable programs combined for our major customers. The program amounts for Civil Works direct appropriations and Support For Others (SFO) work are reported separately. Additionally, the program amounts for Civil Works direct appropriations do not reflect Congressional Adds. The data shown in this summary were extracted from the USACE Corps Intelligence (CORINT) updated by USACE program managers.
4. Commanders will find the **Discretionary Department of Defense (DOD) Program** chart useful in developing the military reimbursable portion of their COBs because the amounts reflected in this chart represent the services discretionary income. Discretionary income is that income which is most likely to come to USACE on a reimbursable basis to perform Minor Construction and Maintenance and Repair (RPMA) services. The outlook for all services RPMA funds shows steady increases for the next three years whereas the Minor Construction programs shows less healthy increases and even decreases in the Army program for the same period. Development of your COBs should reflect these same trends. Program amounts displayed in this chart were extracted from the Army, Air Force, Navy and Other Services POMs.
5. The charts presented in the **Customer MSC/Lab Overview** Section represent USACE program managers allocation of program to MSC/Labs for the next three years. These amounts too, as in the USACE Program Summary chart, are based on the FY 99 President's Budget and

## GENERAL REMARKS (CONT'D)

latest revision to the POM. In most cases, unless otherwise indicated on the charts, the program amounts shown reflect only the USACE direct program. Also provided with each chart, is the program manager's assessment of the program, i.e., the direction of the program, what is included in the program, significant events. Please note at this time, that the program amounts reflected in the Military Program charts for Transatlantic Center do not reflect the Europe District transfer to North Atlantic Division.

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

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

8. In comparing USACE Civil program and workload data, civil workload is generally higher or equal to program amounts. This is because the program amounts reflect amounts presented in the FY 99 President's Budget and exclude amounts for carry over and Congressional Adds. The opposite effect is true for USACE Military program and workload data comparisons. Military program estimates are generally higher than those of workload. This is because military program figures include total project design and construction dollars which may be obligated over several years. Military workload figures, on the other hand, include only those dollar amounts to be executed within a single year.

**SECTION 2****USACE PROGRAM SUMMARY****FY 99 CONSOLIDATED COMMAND GUIDANCE****USACE PROGRAM SUMMARY (DIRECT + REIMB)****FY 99 ESTIMATED PROGRAM (\$MILLIONS)**

SOURCE: 1998 CORINT

<b>USACE</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
Military Programs	6,469	6,646	6,210
Civil Works	4,237	4,620	4,402
Total	10,706	11,266	10,612

<b>Military Programs</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
Army, Construction	1,659	1,775	1,662
Air Force, Construction	594	594	575
DOD	540	674	601
Environmental (DERP/BRAC)	700	708	468
Engineering & Design	553	473	427
Real Estate	508	490	414
RDT&E	257	263	274
Host Nation/FMS	1,307	1,355	1,379
Other (ED&M)	351	314	410

<b>Civil Works</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
General Investigations	150	150	150
Construction General	784	1,025	960
Operations & Maintenance	1,603	1,657	1,514
Flood Control, MR&T	280	266	266
General Expense	148	148	148
Other Direct (Reg, Flood Cntrl, Mandatory)	513	573	566
SFO Environmental	354	334	331
SFO All Other	405	467	467

## SECTION 2

## DISCRETIONARY DOD PROGRAM

### Discretionary DOD Program Funds\* (\$ Millions)

<b>Army</b>	<b>Appropriation</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
Minor Construction	RDT&E	4.2	4.1	4.1
	MILCON	0	1.5	1.5
	O&M	83.8	62.9	67.1
Maintenance & Repair (RPMA)	RDT&E	49.2	63.3	69.2
	Procurement	0	0	0
	MILCON	71.3	78.5	73.5
Construction & Planning	O&M	1061.8	1209.6	1314
	MILCON	72.3	92	93.2
<b>Navy/Marine Corps</b>		<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
Minor Construction	O&M	1585.3	1577.2	1590.6
Maintenance & Repair (RPMA)	MILCON	0	0	0
	O&M	1188	1314.6	1354.3
Construction & Planning	MILCON	67.2	71.3	85.8
<b>Air Force</b>		<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
Minor Construction	RDT&E	0	0	0
	O&M	78.2	80.7	83.7
Maintenance & Repair (RPMA)	RDT&E	0	0	0
	O&M	1323.3	1435.3	1510.7
Construction & Planning	MILCON	42.7	52.5	65.1
<b>Defense Health Program</b>		<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
Minor Construction	O&M	42	43.2	44.3
Maintenance & Repair (RPMA)	O&M	320.2	312.8	305.6
<b>Other Defense Agencies</b>		<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
Minor Construction	MILCON	4.2	4.3	4.4
	O&M	4.8	4.8	4.9
Maintenance & Repair (RPMA)	O&M	2.8	3	3.2
Construction & Planning	MILCON	18.6	21.5	24
	Family Housing	0		

Other Defense Agencies include: OSD & DLA

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

### PROGRAM MANAGERS AND DOCUMENTATION

#### PROGRAMS MANAGEMENT DIVISION - CEMP-M

BROWNING, STEPHEN E., Chief, 761-1145

##### ARMY BRANCH - CEMP-MA

STRICKLEY, HOWARD - Chief, 761-1995

##### PROGRAMS BRANCH - CEMP-MC

RICE, MIKE, 761-8908

##### DEFENSE/SUPPORT FOR OTHERS BRANCH - CEMP-MD

SAMAHY, ALY - Chief, 761-8636

##### AIR FORCE BRANCH - CEMP-MF

BRASSE, ARMAND - Chief, 761-1247

##### POLICY BRANCH - CEMP-MP

LEE, DAVID - Acting Chief, 761-8994

##### CTR PROGRAM

CAMPBELL, COL PHILLIP, 761-1263

#### ENVIRONMENTAL DIVISION - CEMP-R

RIVERS, PATRICIA - Chief, 761-0858

##### POLICY AND TECHNOLOGY BRANCH - CEMP-RT

WASH, TOM - Chief, 761-4705

##### INSTALLATION SUPPORT BRANCH - CEMP-RI

BALLIF, JAMES - Chief, 761-8880

##### INTERGOVERNMENTAL AND SUPERFUND SUPPORT BRANCH - CEMP-RS

JEMMOTT, BERT - Acting Chief, 761-8879

##### FORMERLY USED DEFENSE SITES BRANCH - CEMP-RF

LUBBERT, BOB - Chief, 761-4950

##### PROGRAMS AND ANALYSIS BRANCH - CEMP-RA

ECKERSLEY, WILLIAM - Chief, 761-4704

#### ENGINEERING AND CONSTRUCTION DIVISION - CEMP-E

CHEUNG, KISUK - Chief, 761-826

##### VALUE ENGINEERING - CEMP-EV

HOLT, MICHAEL - Acting Chief, 761-8738

##### CONSTRUCTION AND DESIGN BRANCH - CEMP-EC

CHESI, ROBERT - Acting Chief, 761-0827

##### MEDICAL FACILITIES OFFICE - CEMP-EM

KENNEY, THOMAS A. - Chief, 761-0424

##### COST ENGINEERING & PROGRAMS FORMULATION BRANCH - CEMP-EE

HATWELL, RONALD - Chief, 761-1240

##### TECHNICAL BRANCH - CEMP-ET

SINGH, MOHAN - Chief, 761-0211

## SECTION 2

## MILITARY PROGRAMS

### MILITARY PROGRAMS

CONSTRUCTION, ARMY

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$000)

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
HNC	0	0	0
LRD	119,000	74,000	7,000
NAD	288,000	170,000	143,000
NWD	121,000	154,000	204,000
POD	217,000	290,000	240,000
SAD	294,000	320,000	188,000
SPD	45,000	42,000	52,000
SWD	163,000	163,000	104,000
TAC	241,000	247,000	210,000
<b>TOTAL CONST ARMY</b>	<b>1,488,000</b>	<b>1,460,000</b>	<b>1,148,000</b>

Program Managers Assessment: FY 99-FY 01.

MCA - Program will remain relatively constant at approximately \$500-\$600M per year (without ChemDemil). Barracks remain the focus of the program.

AFHC - Working toward privatizing CONUS housing with Capital Venture Initiative (CVI). AFHC will drop below \$100K with an OCONUS focus.

Base Closure Army (BCA) - Program is steadily decreasing with final projects programmed for FY 00.

MCAR - Program remains constant at approximately \$75M per year.

## SECTION 2

## MILITARY PROGRAMS

### MILITARY PROGRAMS

CONSTRUCTION, AIR FORCE

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$000)

MSC	FY 99	FY 00	FY 01
HNC	0	0	0
LRD	31,000	16,000	17,000
NAD	25,000	26,000	28,000
NWD	92,000	136,000	137,000
POD	103,000	124,000	124,000
SAD	107,000	135,000	110,000
SPD	97,000	56,000	57,000
SWD	87,000	69,000	69,000
TAC	17,000	30,000	29,000
TOTAL CONST AIR FORCE	559,000	592,000	571,000

Program Managers Assessment: FY 99 - FY 01.

The Corps of Engineers is responsible for design and construction of approximately 80 percent of the Air Force's annual military construction program (MCAF). The Corps' portion of the Air Force's FY 99-01 is relatively stable.

The Corps provides design and construction agent services in support of the Air Force Base Closure MILCON Program (BCF). We are projecting \$31 million in FY 99. We expect it to drop substantially by FY 01.

The Corps is responsible for a portion of the Air Force Reserve MILCON Program (MAFR). Historically averaging approximately \$33 million annually. We are projecting a decrease in this average.

## SECTION 2

## MILITARY PROGRAMS

### MILITARY PROGRAMS

CONSTRUCTION, DOD AND OTHER  
TOTAL PROGRAM (FUNDS AVAILABLE)  
(\$000)

MSC	FY 99	FY 00	FY 01
HNC	121,000	231,000	294,000
LRD	170,000	97,000	70,000
NAD	121,000	110,000	223,000
NWD	50,000	18,000	16,000
POD	1,389,000	1,540,000	1,389,000
SAD	59,000	58,000	66,000
SPD	63,000	19,000	20,000
SWD	18,000	54,000	6,000
TAC	64,000	64,000	61,000
TOTAL CONST DOD & OTHER	2,055,000	2,191,000	2,145,000

Program Managers Assessment: FY 99 - FY 01.

All DOD programs are very difficult to assess. Some components are listed below.

	<u>FY 99</u>	<u>FY 00</u>	<u>FY 01</u>
PBS	\$20M	\$27M	\$22M
DOD Medical	\$103M	\$184M	\$166M
Other DOD Reimb	\$86M	\$115M	\$62M
Pentagon Renovation	\$100M	\$100M	\$100M
Non-Federal NAF	\$37M	\$37M	\$37M

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

## ENGINEERING

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$000)

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
HNC	121,000	231,000	294,000
LRD	198,000	148,000	101,000
NAD	386,000	258,000	386,000
NWD	342,000	366,000	422,000
POD	1,616,000	1,863,000	1,685,000
SAD	451,000	491,000	352,000
SPD	198,000	117,000	120,000
SWD	273,000	318,000	246,000
TAC	335,000	322,000	295,000
<b>TOTAL ENGINEERING</b>	<b>3,920,000</b>	<b>4,114,000</b>	<b>3,901,000</b>

Program Managers Assessment: FY 99 - FY 01.

The “Engineering Program” includes an estimate for engineering, Host Nation, Foreign Military Sales, and Engineering not Related to Construction.

## SECTION 2

## MILITARY PROGRAMS

### MILITARY PROGRAMS

OMA DERP - IRP (DIRECT / REIMB)  
TOTAL PROGRAM (FUNDS AVAILABLE)  
(\$M)

<b>MSC</b>	<b>FY 99 DIR / REIMB</b>	<b>FY 00 DIR / REIMB</b>	<b>FY 01 DIR / REIMB</b>
HNC			
LRD	1.2 / 5.1	1.3 / 5.5	1.5 / 5.8
NAD	2.8 / 11.6	3.0 / 12.0	3.2 / 12.5
NWD	.5 / 25.0	.6 / 26.0	.7 / 27.0
POD	0 / 15.9	0 / 17.0	0 / 18.0
SAD	15.4 / 16.4	16.0 / 17.0	17.0 / 18.0
SPD	11.4 / 10.9	12.0 / 12.0	12.5 / 13.0
SWD	1.6 / 10.9	1.7 / 11.5	1.9 / 12.0
TAW			
HQ	5.2 / 0	5.2 / 0	5.2 / 0
TOTAL OMA DERP - IRP	38.1 / 95.8	39.8 / 101.0	42.0 / 106.3

Program Managers Assessment: FY 99 - FY 01.

Funding for the military environmental programs should remain stable over the next few years.

## SECTION 2

## MILITARY PROGRAMS

### MILITARY PROGRAMS

OMA DERP - FUDS

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$M)

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
HNC	4.1	5.1	5.1
LRD	13.5	9.4	36.9
NAD	15.7	17.0	12.8
NWD	62.8	72.8	36.3
POD	34.1	49.5	30.0
SAD	15.5	20.7	38.1
SPD	13.2	11.3	7.0
SWD	21.3	9.9	17.6
TAW			
HQ	14.7	6.7	6.7
TOTAL OMA DERP - FUDS	194.9	202.4	190.5

Program Managers Assessment: FY 99 - FY 01.

Funding for the military environmental programs should remain stable over the next few years.

## SECTION 2

## MILITARY PROGRAMS

### MILITARY PROGRAMS

BRAC - ER

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$M)

MSC	FY 99	FY 00	FY 01
HNC			
LRD	24.5	38.3	38.3
NAD	49.3	51.4	51.4
NWD	17.3	6.3	6.3
POD			
SAD	34.6	37.2	37.2
SPD	38.1	31.3	31.3
SWD	17.7	15.3	15.3
TAW			
HQ	1.4	1.4	1.4
TOTAL BRAC - ER	182.9	181.2	181.2

Program Managers Assessment: FY 99 - FY 01.

Funding for the military environmental programs should remain stable over the next few years.

## SECTION 2

## MILITARY PROGRAMS

### MILITARY PROGRAMS

EQ PROGRAM - REIMB

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$M)

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
HNC	5	5	5
LRD	15	15	15
NAD	20	20	20
NWD	25	25	25
POD	40	40	40
SAD	25	25	25
SPD	12	12	12
SWD	40	40	40
TAW			
HQ			
TOTAL EQ PROGRAM - REIMB	182	182	182

Program Managers Assessment: FY 99 - FY 01.

Funding for the military environmental programs should remain stable over the next few years.

## SECTION 2

## MILITARY PROGRAMS

### MILITARY PROGRAMS

OMA DERP - OTHER DOD

TOTAL PROGRAM (FUNDS AVAILABLE)

(\$M)

MSC	FY 99	FY 00	FY 01
HNC	11.3	11.3	11.3
LRD	5.6	5.6	5.6
NAD	1.0	1.0	1.0
NWD	77.0	77.0	77.0
POD	5.3	5.3	5.3
SAD	1.8	1.8	1.8
SPD	10.0	10.0	10.0
SWD	11.6	11.6	11.6
TAW			
HQ			
TOTAL OMA DERP - OTHER DOD	123.6	123.6	123.6

Program Managers Assessment: FY 99 - FY 01.

1. Funding for the military environmental programs should remain stable over the next few years.
2. Though the IRP-Other DOD (Air Force and DLA) should remain stable as well, MSC breakout at this time is purely speculative.

### PROGRAM MANAGERS AND DOCUMENTATION

1. General Investigations:

Program Manager: Ken Hall, CECW-BW, 202-761-8587

2. Construction, General:

Program Manager: Leonard Henry, CECW-BE, 202-761-0808.

3. Operation & Maintenance, General:

Program Manager: Joseph Bittner, CECW-BC, 202-761-0799.

4. Flood Control, Mississippi River and Tributaries:

Program Manager: Kyle Jones, CECW-BC, 202-761-8582.

5. General Expenses:

Program Manager: June Moser, CERM, 202-761-0706.

6. General Regulatory:

Program Manager: John Micik, CECW-BA, 202-761-0705.

7. Flood Control & Coastal Emergencies:

Program Manager: John Micik, CECW-BA, 202-761-0705.

8. Formerly Utilized Sites Remedial Action Program (FUSRAP):

Program Manager: Hans Moening, CECW-BA, 202-761-0372.

9. Coastal Wetlands Restoration Trust Fund:

Program Manager: Joe Rees, CECW-BC, 202-761-8581.

10. Support for Others - Reimbursable Funding:

Program Manager: Al Bertini, CECS-I, 202-761-4271.

11. Project Cooperation Agreements (PCAs):

Program Manager: James Scott, CECW-AR, 703-428-8373.

## SECTION 2

## CIVIL WORKS

**CIVIL WORKS**  
**GENERAL INVESTIGATIONS**  
(\$000)

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
LRD	20,400	20,500	21,100
MVD	16,800	17,000	18,750
NAD	21,300	20,500	21,100
NWD	8,200	7,500	7,700
POD	3,500	5,000	5,200
SAD	9,425	10,000	10,300
SPD	23,603	24,000	24,700
SWD	11,499	11,000	11,300
<b>TOTAL GEN INV</b>	<b>114,727</b>	<b>115,500</b>	<b>120,150</b>

**Program Managers Assessment: FY 99 - FY 01.**

The General Investigations program is flat through the year 2001. The FY 99 Budget is a reasonable planning program level. Adjustments to this program level will be made dependent upon the successes of the individual studies underway and the annual Energy and Water Development Appropriation Acts. The MSC ceilings in the outyears reflected by the annual budget EC allows for the increased outyear uncertainty of the individual studies successful progression.

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

**CIVIL WORKS**  
**CONSTRUCTION GENERAL**  
(\$000)

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
LRD	112,100	160,300	169,300
MVD	111,300	114,400	98,100
NAD	38,400	94,900	115,800
NWD	146,400	188,800	207,300
POD	5,500	4,600	2,400
SAD	149,385	193,200	175,400
SPD	93,787	114,500	58,600
SWD	57,497	128,300	87,800
HQ	102,019	119,100	199,300
TOTAL CONST GEN	816,388	1,117,900	1,114,000

**Program Managers Assessment: FY 99 - FY 01.**

The Administration believes that outlays for the Construction, General program should be about \$1 billion each fiscal year. The large unrequested FY 98 funding increase of \$391 million in the Construction, General account from a budget request of \$1.078 billion to an appropriation of \$1.469 billion resulted in nearly \$200 million of additional outlays in FY 99 that must be absorbed within the FY 99 funding level. The result is a gross budget request of \$816 million and a net budget request of \$784 million after a reduction for anticipated savings and slippage. The gross Construction, General budget ceiling increases to \$1.118 billion and \$1.114 billion in FY 00 and FY 01, respectively, and remains flat thereafter. Adjustments to the Construction, General program will be made each year after passage of the annual Energy and Water Development Appropriation Acts to reflect the funding level actually provided.

**SECTION 2****CIVIL WORKS****CIVIL WORKS  
O&M GENERAL  
DIRECT FUNDING  
(\$000)**

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
LRD	315,243	325,860	297,730
MVD	310,861	321,330	293,600
NAD	170,782	176,540	161,300
NWD	196,431	203,050	185,520
POD	10,192	10,540	9,630
SAD	252,082	260,570	238,090
SPD	82,552	85,330	77,970
SWD	226,279	233,900	213,720
Remaining Items	38,578	39,880	36,440
<b>TOTAL O&amp;M GEN</b>	<b>1,603,000</b>	<b>1,657,000</b>	<b>1,514,000</b>

**Program Managers Assessment: FY 99 - FY 01.**

In addition to the amounts reflected in the President's request for appropriations in FY 99 and the two out years, direct funding by the Bonneville Power Administration would increase those amounts by \$106, \$107 & \$108 million respectively. Nevertheless, there is a significant down trend over these three years, with the expectation that significant cost savings will be achieved through efficiency measures and adjustment of service levels to align with usage demands.

## SECTION 2

## CIVIL WORKS

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### CIVIL WORKS

#### MISSISSIPPI RIVER AND TRIBUTARIES

#### DIRECT FUNDING

(\$000)

MSC	FY 99	FY 00	FY 01
MVD	280	266	266

#### **Program Managers Assessment: FY 99 - FY 01.**

The Mississippi River and Tributaries program decreases by five per cent from FY 99 to FY 00 and remains flat in FY 01. This trend in the program will result in increasing delays in project completion, currently scheduled for September 2031, for most elements of the MR&T project, and impact both operation and maintenance of completed projects.

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

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
LRD	17,100	16,300	16,300
MVD	16,200	15,600	15,600
NAD	20,800	19,900	19,900
NWD	14,400	13,800	13,800
POD	7,300	7,000	7,000
SAD	21,700	20,800	20,800
SPD	10,800	10,400	10,400
SWD	8,000	7,700	7,700
LABS	700	500	500
<b>TOTAL</b>	<b>117,000</b>	<b>112,000</b>	<b>112,000</b>

**Program Managers Assessment: FY 00 - FY 01.**

The above funding levels will maintain staffing levels of this labor-intensive account by offsetting the effects of inflation, and will allow the Corps to continue initiatives under the President's Wetlands Plan. The additional funds in FY 99 will support the development and implementation of watershed planning efforts, such as special area management plans, which streamline the regulatory process, increase involvement by States, and lessen the burden on Corps districts in the outyears. The FY 99 program will fund the administrative appeals process which allows the public to contest regulatory decisions without resorting to litigation.

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

OTHER DIRECT (FUSRAP)

DIRECT FUNDING

(\$000)

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
LRD	41,040	30,000	40,000
MVD	42,800	45,000	45,000
NAD	56,160	65,000	55,000
NWD	0	0	0
POD	0	0	0
SAD	0	0	0
SPD	0	0	0
SWD	0	0	0
<b>TOTAL FUSRAP</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>

**Program Managers Assessment: FY 99-FY 01.**

The Budget Authority for the FUSRAP programs remains flat through Year 2001.

## SECTION 2

## CIVIL WORKS

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### CIVIL WORKS

OTHER DIRECT (FCCE)

DIRECT FUNDING

(\$000)

#### **Program Managers Assessment: FY 99 - FY 01.**

Due to the expected balance of uncommitted FCCE funds at the end of FY 98, no budget request was submitted for FY 99. The nature of FCCE as the Corps emergency account does not allow for programming of resources by MSC. It is unknown where or when FCCE funds will be required by the MSC's to meet emergencies caused by extraordinary weather conditions. Most of the budget authority in the FCCE account is provided by out-of-cycle, emergency supplemental appropriations. The account is centrally managed by HQUSACE so that funds are provided to MSC's when they are needed.

## SECTION 2

## CIVIL WORKS

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### CIVIL WORKS

OTHER DIRECT (COASTAL WETLANDS)

DIRECT FUNDING

(\$000)

MSC	FY 99	FY 00	FY 01
MVD	40,000	0	0

#### Program Managers Assessment: FY 99 - FY 01.

New funding is scheduled to cease in FY 99, however, Roth amendment 1759 (passed by Senate 9 Mar 98) amending Chaffee amendment 1676, of S 1173 extends authorization to 2003.

Projects are fully funded under this program, with funds being carried over until expended.

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

## EPA SUPERFUND

## REIMBURSABLE FUNDING (\$000)

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
LRD	12,000	12,000	12,000
MVD	24,000	21,000	18,000
NAD	201,000	195,000	210,000
NWD	39,000	42,000	39,000
POD	0	0	0
SAD	9,000	9,900	6,900
SPD	6,000	9,900	6,900
SWD	8,800	10,000	7,000
OTHER CE OFFICES	200	200	200
<b>TOTAL EPA</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>

**Program Managers Assessment: FY 99 - FY 01.**

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

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

## OTHER ERS

## REIMBURSABLE FUNDING (\$000)

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
LRD	10,000	7,000	5,000
MVD	400	400	400
NAD	15,000	10,000	5,000
NWD	25,000	20,000	15,000
POD	5,000	4,000	3,000
SAD	8,000	6,000	4,000
SPD	1,000	1,000	1,000
SWD	4,000	3,000	2,000
OTHER CE OFFICES	500	500	500
TOT OTHER ERS	68,900	51,900	35,900

**Program Managers Assessment: FY 99 - FY 01.**

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

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

OTHER SFO

REIMBURSABLE FUNDING

(\$000)

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
LRD	42,300	48,800	48,800
MVD	37,400	43,200	43,200
NAD	29,200	33,700	33,700
NWD	19,700	22,700	22,700
POD	22,400	25,800	25,800
SAD	96,300	111,000	111,000
SPD	82,200	94,800	94,800
SWD	61,100	70,400	70,400
OTHER CE OFFICES	14,400	16,600	16,600
<b>TOTAL OTHER SFO</b>	<b>405,000</b>	<b>467,000</b>	<b>467,000</b>

**Program Managers Assessment: FY 99-FY 01.**

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

### **PROGRAM MANAGERS AND DOCUMENTATION**

1. The allocation targets for direct funded Real Estate Army work are based on the FY 99-03 Program Budget Guidance (PBG) as provided by CERM-B. No specific document allocates resources for Reimbursable real estate work estimates. These projections are based on customers and districts projections. The Program Manager is Mr. Bret Griffin, 202-761-0528.
2. No specific document allocates resources for reimbursable civil real estate functions. This is because of the various agreements under which reimbursable work is undertaken. Program Manager: CECW-B, Fred Caver, 202-761-0191 and Real Estate POC is Bret Griffin, CERE-P, 202-761-0528.
3. Homeowners Assistance Program (HAP) funding authorizations are based on approved HAP programs. Funding targets depicted below are contingent upon realization of projected workload. Program Manager: CERE-PR, Mr. Don Chapman, 202-761-8983.

## SECTION 2

## REAL ESTATE

### REAL ESTATE PROGRAMS

DOD RECRUITING, LEASE ADMINISTRATION

DIRECT FUNDING

(\$000)

MSC	FY 99	FY 00	FY 01
LRD	1,400	1,600	1,600
MVD	0	0	0
NAD	2,350	2,750	2,750
NWD	1,800	1,900	1,900
POD	145	180	180
SAD	1,775	1,925	1,925
SPD	1,625	1,800	1,800
SWD	1,230	1,250	1,250
UNDIST/HQPRG	4,355	2,595	1,595
TOTAL DOD REC LEASE ADMIN	14,680	14,000	13,000

Program Managers Assessment: FY 99 - FY 01.

By continuing to improve our business practices, we will continue efforts to reduce administration costs as a percentage of total lease dollars. The costs have been reduced from 12.7% in FY 95 to 12.3% in FY 96 to 11.7% in FY 97. The target for FY 98 is 11.2% of total lease costs. This target will continue to be reviewed during the annual development and approval of the Recruiting Facilities Program.

## SECTION 2

## REAL ESTATE

### REAL ESTATE PROGRAMS

DOD RECRUITING LEASES

DIRECT FUNDING

(\$000)

MSC	FY 99	FY 00	FY 01
LRD	13,100	13,800	13,800
MVD	0	0	0
NAD	20,750	22,100	22,100
NWD	13,750	14,500	14,500
POD	775	870	870
SAD	12,700	13,300	13,300
SPD	11,450	12,200	12,200
SWD	10,000	10,575	10,575
UNDIST/HQPRG	4,416	5,017	651
TOTAL DOD RECRUITING LEASES	105,241	111,162	106,421

Program Managers Assessment: FY 99 - FY 01.

USACE support to the DOD Recruiting Facilities Program will experience a spike in growth of approximately \$5M/year for FY 00 and FY 01. This spike is a result of DA funding up-front cost associated with its Bold Venture initiative to relocate administrative facilities from urban commercial leased space to available space on military installations. Army and Navy “plus up” actions will also cause increases in some districts’ workload as those services put more foxhole recruiters on the street to help meet accession goals.

As a result of Bold Venture, the number of facilities will decline, but overall cost savings will be minimal. This is due in part to the production recruiter increases, and also due to the strong national economy, in which landlords can raise rents faster than the increase in the overall cost of living.

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

CIVIL, DIRECT

DIRECT LABOR FUNDING

(\$000)

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
LRD	8,734	8,718	7,520
MVD	9,324	8,413	7,282
NAD	2,861	3,514	2,919
NWD	5,025	4,765	6,509
POD	121	220	250
SAD	6,523	5,881	4,974
SPD	3,818	3,579	3,146
SWD	5,458	6,111	6,544
UNDIST/HQPRG	1,541	1,544	1,542
<b>TOTAL CIVIL, DIRECT</b>	<b>43,405</b>	<b>42,746</b>	<b>40,687</b>

Program Managers Assessment: FY 99 - FY 01.

Our assessment of the overall Real Estate workload is that it should remain relatively stable throughout FY 99 - FY 01. Noticeably several of the MSC's workload seem to decline significantly between FY 99 and FY 00. Needed emphasis on workload pertaining to privatization, monumentation and encroachments resolution is not consistent with the estimated decreases projected between FY 99 and FY 00. Managers are encouraged to take a very close look at their workload projections for these program years to ensure they have included all work and the associated cost estimates. Any adjustments should be coordinated within the DDE(PM) and RM channels during the next window of opportunity to update program/budget estimates.

## SECTION 2

## REAL ESTATE

### REAL ESTATE PROGRAMS

CIVIL, REIMBURSABLE

REIMBURSABLE LABOR FUNDING

(\$000)

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
LRD	3,160	2,519	2,442
MVD	476	476	476
NAD	212	218	226
NWD	2,689	2,945	2,708
POD	445	53	72
SAD	4,151	2,865	2,490
SPD	318	288	301
SWD	2,510	3,910	4,558
UNDIST/HQPRG	0	0	0
<b>TOTAL CIVIL, REIMBURSABLE</b>	<b>13,515</b>	<b>13,276</b>	<b>13,273</b>

Program Managers Assessment: FY 99 - FY 01.

Our assessment of the overall Real Estate reimbursable workload is that it remains stable throughout FY 99 - FY 01. Several MSC's workload estimates increase and several's workload seem to decline between FY 99 and FY 00. Again Real Estate Program Managers are encouraged to take a very close look at their workload projections for these program years and to make the necessary adjustment within the DDE(PM) and RM channels during the next window of opportunity to update program/budget estimates.

## SECTION 2

## REAL ESTATE

### REAL ESTATE PROGRAMS

HOMEOWNERS ASSISTANCE PROGRAM (HAP)

DIRECT FUNDING (LABOR & WORKLOAD)

(\$000)

MSC	FY 99	FY 00	FY 01
LRD			
MVD			
NAD	2,152	750	0
NWD			
POD			
SAD	11,350	15,553	9,642
SPD	85,822	75,119	62,001
SWD	13,506	6,667	1,349
UNDIST/HQPRG	3,451	2,117	2,037
TOTAL HAP	115,801	100,206	75,029

Program Managers Assessment: FY 99 - FY 01.

As HAP districts work through the programs caused by the last two BRAC announcements, overall program requirements will diminish. Workload will increase for the Island of Oahu (all three services), Ft McClellan, Philadelphia NSY, Travis AFB (Mare Island impact area) Cannon AFB, Puget Sound and China Lake. Sizeable workload will continue at Ft. Polk, McClellan AFB and Edwards AFB. Managers should note the program reductions and adjust their FTE accordingly. If additional BRACs actions materialize, we will adjust the respective programs as required. The FY 99 values shown above are for planning purposes only. Actual authority awaits Congressional action on appropriations bills. POC: Don Chapman, 761-8983 and Marilyn White, 761-8965.

## SECTION 2

## REAL ESTATE

### REAL ESTATE PROGRAMS

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

MSC	FY 99	FY 00	FY 01
LRD	281	289	298
MVD	0	0	0
NAD	2,785	2,869	2,955
NWD	1,154	1,189	1,224
POD	414	426	439
SAD	1,482	1,526	1,572
SPD	884	910	937
SWD	296	305	314
UNDIST/HQPRG			
TOTAL REO, ARMY, REIMB	7,296	7,514	7,739

Program Managers Assessment: FY 99 - FY 01.

We must continue to work with our Army customers by assisting them in programming and budgeting for the above real estate requirements that exceed our ability to directly fund. We realize that our customers have also experienced decreases in available funding. The need for close workload coordination is essential from district to installation, MSC and MACOM levels. For example the Army's initiatives for privatization of utilities, the family housing Commercialization push and greater emphasis on outgranting federal lands represents an increase in workload for FY 99 and out. Communication is essential in order for us to adequately identify and program the Army's total workload, workload value and the necessary resources to execute the program.

In order to ensure the availability of the appropriate number of FTE, managers are encouraged to coordinate with our customers and to refine their program year estimates to reduce the possibility of grossly over or understating our future work expectations. Based on our mid-year program review, preliminary indications are that our expectations for income for reimbursable work may be overly optimistic given the overall availability of OMA funds.

## SECTION 2

## REAL ESTATE

### REAL ESTATE PROGRAMS

REAL ESTATE OPERATIONS, AIR FORCE REIMBURSABLE

REIMBURSABLE LABOR FUNDING

(\$000)

MSC	FY 99	FY 00	FY 01
LRD	243	223	230
MVD	0	0	0
NAD	1,055	971	1,000
NWD	1,523	1,401	1,443
POD	726	668	688
SAD	1,312	1,207	1,243
SPD	615	566	583
SWD	272	250	258
UNDIST/HQPRG			
TOTAL REO, AIR FORCE REIMB	5,746	5,286	5,445

Program Managers Assessment: FY 99 - FY 01.

Our ability to program the necessary manpower resources to execute the Air Force's real estate work requires close coordination with the Air Force Real Estate team members at Base/District, MSC and MAJCOM/MACOM levels. We must identify the program years workload estimates in order for us to reserve the FTE for execution in those program years. The FY 99 target represents a slightly constrained estimate. At this point we think this estimate will be further constrained and indications are that FY 99 - FY 01 labor dollars will be closer to 5.35 million. We will continue to monitor and manage the associated reimbursable FTE IAW the program trends.

## SECTION 2

## REAL ESTATE

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

<b>MSC</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
LRD	460	460	460
MVD	0	0	0
NAD	855	855	855
NWD	870	870	870
POD	255	255	255
SAD	560	560	560
SPD	575	575	575
SWD	205	205	205
UNDIST/HQPRG	100	21	33
TOTAL REAL ESTATE SUP	3,880	3,801	3,813

Program Managers Assessment: FY 99 - FY 01.

The funding for this program should remain at the FY 99 level through FY 01. This level of funding is inadequate to support the army's installation support real estate workload. It is necessary that the Real Estate Program Managers at all levels (installation/district, etc) coordinate their efforts to ensure that the unfunded real estate requirements for the program years are submitted for inclusion into the respective MACOM program budgets.

## **SECTION 2**

## **RESEARCH AND DEVELOPMENT**

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### **PROGRAM MANAGERS AND DOCUMENTATION**

1. Direct Research and Development Testing and Evaluation:  
Program Manager: Donald J. Leverenz, CERD-M, 202-761-1415
2. Direct OMA: Program Manager: Eloisa E. Brown, CERD-L, 202-761-1834
3. Direct Civil: Program Manager: Isabel Sayers, CERD-C, 202-761-1837

### **Program Manager's Assessment, FY 99-01**

The civil works R&D program continues to provide practical end products to enhance the efficiency of civil works planning, design, construction, operations and maintenance activities. Strategic R&D focus areas for FY 99-01 include innovations for navigation projects, high performance material and systems, sediment management, geospatial technology, and ecosystem management and restoration.

The decrease in the military RDT&E direct program in FY 00-01 across the labs is due to the BASOPS conversion from RDT&E to OMA. Horizontal integration of the four laboratories and the one door to the Corps philosophy will increase customer base for R&D in the out years.

## SECTION 2

## RESEARCH AND DEVELOPMENT

### WATERWAYS EXPERIMENT STATION (WES)

	FY 99	FY 00	FY 01
<b>CIVIL WORKS DIRECT</b>			
GI	22,900	25,700	26,000
CG	2,600	2,600	2,600
O&M	11,900	10,800	10,500
GE	324	300	300
<b>TOTAL CW DIRECT</b>	<b>37,724</b>	<b>39,400</b>	<b>39,400</b>
<b>CIVIL WORKS REIMBURSABLE</b>			
ENVIRON RESTORATION SPT	470	475	475
OTHER, SPT FOR OTHERS (non DOD)	12,500	13,600	14,500
DOD REIMB	0	0	0
USACE REIMB (CORPS TO CORPS)	46,000	46,500	47,200
<b>TOTAL REIMBURSABLE</b>	<b>58,970</b>	<b>60,575</b>	<b>62,175</b>
<b>TOTAL CIVIL WORKS</b>	<b>96,694</b>	<b>99,975</b>	<b>101,575</b>
<b>MILITARY DIRECT</b>			
RDT&E DIRECT (ARMY)	28,848	28,676	31,558
OTH DIR (DOD, ETC.)	44,550	48,500	50,500
<b>MILITARY R&amp;D REIMBURSABLE</b>			
DOD	29,000	29,500	30,300
NON-DOD	0	0	0
ARMY RDTE REIMB	11,300	11,500	11,700
<b>TOTAL MILITARY REIMBURSABLE</b>	<b>40,300</b>	<b>41,000</b>	<b>42,000</b>
<b>OTH INDIRECT FUNDS (DIR FUND CITE)</b>			
<b>TOT REIMBURSABLE</b>	<b>40,300</b>	<b>41,000</b>	<b>42,000</b>
<b>TOTAL MILITARY R&amp;D/RDTE</b>	<b>113,698</b>	<b>118,176</b>	<b>124,058</b>
OMA DIRECT (ARMY)	2,540	6,629	6,681
DERP (FUDS & IRP)	0	0	0
OMA REIMBURSABLE (ARMY)	12,500	12,500	12,500
<b>TOTAL OMA PROGRAM</b>	<b>15,040</b>	<b>19,129</b>	<b>19,181</b>
<b>TOTAL MILITARY</b>	<b>128,738</b>	<b>137,305</b>	<b>143,239</b>
<b>TOT R&amp;D (CIVIL/MIL)</b>	<b>225,432</b>	<b>237,280</b>	<b>244,814</b>

**SECTION 2****RESEARCH AND DEVELOPMENT****CONSTRUCT ENGR RES LAB (CERL)**

	FY 99	FY 00	FY 01
<b>CIVIL WORKS DIRECT</b>			
GI	900	900	900
CG			
O&M	600	1,000	800
OTHER	0	0	0
<b>TOTAL CW DIRECT</b>	<b>1,500</b>	<b>1,900</b>	<b>1,700</b>
<b>CIVIL WORKS REIMBURSABLE</b>			
ENVIRON RESTORATION SPT			
OTHER, SPT FOR OTHERS (non DOD)	1,200	1,500	1,750
DOD REIMB			
USACE REIMB (CORPS TO CORPS)	1,200	1,500	1,750
<b>TOTAL REIMBURSABLE</b>	<b>2,400</b>	<b>3,000</b>	<b>3,500</b>
<b>TOTAL CIVIL WORKS</b>	<b>3,900</b>	<b>4,900</b>	<b>5,200</b>
<b>MILITARY DIRECT</b>			
RDT&E DIRECT (ARMY)	21,032	16,477	17,148
OTH DIR (DOD, ETC.)	4,500	3,500	3,500
<b>MILITARY R&amp;D REIMBURSABLE</b>			
DOD	1,800	1,900	2,000
NON-DOD			
ARMY RDTE REIMB			
<b>TOTAL MILITARY REIMBURSABLE</b>	<b>1,800</b>	<b>1,900</b>	<b>2,000</b>
<b>OTH INDIRECT FUNDS (DIR FUND CITE)</b>			
<b>TOT REIMBURSABLE</b>	<b>1,800</b>	<b>1,900</b>	<b>2,000</b>
<b>TOTAL MILITARY R&amp;D/RDTE</b>	<b>27,332</b>	<b>21,877</b>	<b>22,648</b>
OMA DIRECT (ARMY)	0	4,064	4,130
DERP (FUDS & IRP)			
OMA REIMBURSABLE (ARMY)	24,000	26,000	27,000
<b>TOTAL OMA PROGRAM</b>	<b>24,000</b>	<b>30,064</b>	<b>31,130</b>
<b>TOTAL MILITARY</b>	<b>51,332</b>	<b>51,941</b>	<b>53,778</b>
<b>TOT R&amp;D (CIVIL/MIL)</b>	<b>55,232</b>	<b>56,841</b>	<b>58,978</b>

**SECTION 2****RESEARCH AND DEVELOPMENT****COLD REGIONS RES & ENGR LAB (CRREL)**

	FY 99	FY 00	FY 01
<b>CIVIL WORKS DIRECT</b>			
GI	2,500	2,000	2,000
CG	0	0	0
O&M	100	200	200
OTHER	0	0	0
<b>TOTAL CW DIRECT</b>	<b>2,600</b>	<b>2,200</b>	<b>2,200</b>
<b>CIVIL WORKS REIMBURSABLE</b>	<b>0</b>	<b>0</b>	<b>0</b>
ENVIRON RESTORATION SPT	0	0	0
OTHER, SPT FOR OTHERS (non DOD)	1,500	1,500	1,500
DOD REIMB	0	0	0
USACE REIMB (CORPS TO CORPS)	800	800	800
<b>TOTAL REIMBURSABLE</b>	<b>2,300</b>	<b>2,300</b>	<b>2,300</b>
<b>TOTAL CIVIL WORKS</b>	<b>4,900</b>	<b>4,500</b>	<b>4,500</b>
<b>MILITARY DIRECT</b>			
RDT&E DIRECT (ARMY)	11,071	6,525	6,599
OTH DIR (DOD, ETC.)	1,500	1,500	1,500
<b>MILITARY R&amp;D REIMBURSABLE</b>			
DOD	8,100	8,100	8,100
NON-DOD			
ARMY RDTE REIMB	4,000	4,000	4,000
<b>TOTAL MILITARY REIMBURSABLE</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>
<b>OTH INDIRECT FUNDS (DIR FUND CITE)</b>			
<b>TOT REIMBURSABLE</b>	<b>12,100</b>	<b>12,100</b>	<b>12,100</b>
<b>TOTAL MILITARY R&amp;D/RDTE</b>	<b>24,671</b>	<b>20,125</b>	<b>20,199</b>
OMA DIRECT (ARMY)	1,000	6,046	6,197
DERP (FUDS & IRP)			
OMA REIMBURSABLE (ARMY)			
<b>TOTAL OMA PROGRAM</b>	<b>1,000</b>	<b>6,046</b>	<b>6,197</b>
<b>TOTAL MILITARY</b>	<b>25,671</b>	<b>26,171</b>	<b>26,396</b>
<b>TOT R&amp;D (CIVIL/MIL)</b>	<b>30,571</b>	<b>30,671</b>	<b>30,896</b>

## SECTION 2

## RESEARCH AND DEVELOPMENT

### USA TOPO ENGR CENTER (TEC)

	FY 99	FY 00	FY 01
<b>CIVIL WORKS DIRECT</b>			
GI	1,650	1,650	1,650
CG	0	0	0
O&M	0	0	0
OTHER	0	0	0
<b>TOTAL CW DIRECT</b>	<b>1,650</b>	<b>1,650</b>	<b>1,650</b>
<b>CIVIL WORKS REIMBURSABLE</b>			
ENVIRON RESTORATION SPT			
OTHER, SPT FOR OTHERS (non DOD)	201	201	201
DOD REIMB			
USACE REIMB (CORPS TO CORPS)	982	982	982
<b>TOTAL REIMBURSABLE</b>	<b>1,183</b>	<b>1,183</b>	<b>1,183</b>
<b>TOTAL CIVIL WORKS</b>	<b>2,833</b>	<b>2,833</b>	<b>2,833</b>
<b>MILITARY DIRECT</b>			
RDT&E DIRECT (ARMY)	16,031	12,264	12,443
OTH DIR (DOD, ETC.)	16,053	16,053	16,053
<b>MILITARY R&amp;D REIMBURSABLE</b>			
DOD	1,375	1,375	1,375
NON-DOD	0	0	0
ARMY RDTE REIMB	4,381	4,381	4,381
<b>TOTAL MILITARY REIMBURSABLE</b>	<b>5,756</b>	<b>5,756</b>	<b>5,756</b>
<b>OTH INDIRECT FUNDS (DIR FUND CITE)</b>	<b>30,519</b>	<b>30,519</b>	<b>30,519</b>
<b>TOT REIMBURSABLE</b>	<b>36,275</b>	<b>36,275</b>	<b>36,275</b>
<b>TOTAL MILITARY R&amp;D/RDTE</b>	<b>68,359</b>	<b>64,592</b>	<b>64,771</b>
OMA DIRECT (ARMY)	9,837	14,196	14,496
DERP (FUDS & IRP)			
OMA REIMBURSABLE (ARMY)	5,381	5,381	5,381
<b>TOTAL OMA PROGRAM</b>	<b>15,218</b>	<b>19,577</b>	<b>19,877</b>
<b>TOTAL MILITARY</b>	<b>83,577</b>	<b>84,169</b>	<b>84,648</b>
<b>TOT R&amp;D (CIVIL/MIL)</b>	<b>86,410</b>	<b>87,002</b>	<b>87,481</b>

**SECTION 3****USACE WORKLOAD SUMMARY****FY 99 CONSOLIDATED COMMAND GUIDANCE**

**USACE WORKLOAD SUMMARY  
 FY 99 ESTIMATED WORKLOAD (\$MILLIONS)\*  
 SOURCE: 1998 CORINT**

<b>CIVIL</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
MSCs (10)	5,022.5	5,303.1	4,720.7
R&D LABs (4)	123.4	127.7	130.7
Separate FOAs	84.5	97.3	91.3
HQUSACE	59.1	59.3	59.3
<b>TOTAL</b>	<b>5,289.5</b>	<b>5,587.4</b>	<b>5,002.0</b>

<b>MILITARY</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
MSCs (10)	5,433.9	5,258.7	5,083.3
R&D LABs (4)	133.0	138.9	144.4
Separate FOAs	64.4	64.6	65.3
HQUSACE	40.2	38.5	39.1
<b>TOTAL</b>	<b>5,671.4</b>	<b>5,500.7</b>	<b>5,332.1</b>

<b>TOTAL CIV+MIL</b>	<b>10,960.9</b>	<b>11,088.1</b>	<b>10,334.1</b>
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\*Direct and Reimbursable Expenditures

FY 99 Consolidated Command Guidance Major Subordinate Command Engineering & Support Center, Huntsville			
Civil Works Workload			
Funds Source (\$M)	FY 99	FY 00	FY 01
General Investigations	0.3	0.0	0.0
Construction General	0.0	0.0	0.0
Operations & Maintenance	0.0	0.0	0.0
General Expense	0.0	0.0	0.0
Regulatory	0.0	0.0	0.0
MR&T	0.0	0.0	0.0
Other Direct	0.0	0.0	0.0
<b>Total Direct</b>	<b>0.3</b>	<b>0.0</b>	<b>0.0</b>
Funds Source (\$M)	FY 99	FY 00	FY 01
Env Restoration Support	0.2	0.0	0.0
Other Reimbursable	0.0	0.0	0.0
<b>Total Reimbursable</b>	<b>0.2</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Civil Workload</b>	<b>0.5</b>	<b>0.0</b>	<b>0.0</b>
Military Workload			
Funds Source (\$M)	FY 99	FY 00	FY 01
Construction			
Army	0.0	0.0	0.0
Air Force	0.0	0.0	0.0
DOD and Other	121.0	147.0	175.0
<b>Total Construction</b>	<b>121.0</b>	<b>147.0</b>	<b>175.0</b>
Engineering	160.9	163.2	165.8
OMA (excl DERP)	12.0	11.7	11.7
OMA DERP	20.4	21.4	21.4
<b>Total Military</b>	<b>314.3</b>	<b>343.3</b>	<b>373.9</b>
<b>Total Civil + Military Workload</b>	<b>314.8</b>	<b>343.3</b>	<b>373.9</b>

FY 99 Consolidated Command Guidance Major Subordinate Command Great Lakes and Ohio River Division  Civil Works Workload			
Funds Source (\$M)	FY 99	FY 00	FY 01
General Investigations	33.9	29.4	30.5
Construction General	285.0	322.9	309.6
Operations & Maintenance	326.0	328.7	303.1
General Expense	14.0	13.6	12.6
Regulatory	16.0	16.7	17.0
MR&T	0.0	0.0	0.0
Other Direct	60.8	34.2	45.8
<b>Total Direct</b>	<b>735.7</b>	<b>745.5</b>	<b>718.6</b>
Funds Source (\$M)	FY 99	FY 00	FY 01
Env Restoration Support	23.2	10.0	8.5
Other Reimbursable	23.8	22.0	20.2
<b>Total Reimbursable</b>	<b>47.0</b>	<b>32.0</b>	<b>28.7</b>
<b>Total Civil Workload</b>	<b>782.6</b>	<b>777.6</b>	<b>747.3</b>
Military Workload			
Funds Source (\$M)	FY 99	FY 00	FY 01
<b>Construction</b>			
Army	103.0	96.0	84.0
Air Force	31.0	26.0	24.0
DOD and Other	31.0	21.0	16.0
<b>Total Construction</b>	<b>165.0</b>	<b>143.0</b>	<b>124.0</b>
Engineering	18.9	16.9	15.2
OMA (excl DERP)	16.2	17.1	17.1
OMA DERP	64.9	75.1	103.1
<b>Total Military</b>	<b>265.0</b>	<b>252.0</b>	<b>259.3</b>
<b>Total Civil + Military Workload</b>	<b>1047.6</b>	<b>1029.6</b>	<b>1006.6</b>

<b>FY 99 Consolidated Command Guidance                      Major Subordinate Command                      Mississippi Valley Division</b>			
<b>Civil Works Workload</b>			
<b>Funds Source (\$M)</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
General Investigations	31.6	31.7	30.6
Construction General	196.2	235.7	237.8
Operations & Maintenance	337.0	340.3	311.0
General Expense	10.2	10.2	10.2
Regulatory	15.2	16.0	16.4
MR&T	343.9	349.4	341.5
Other Direct	103.9	121.6	66.6
<b>Total Direct</b>	<b>1,038.0</b>	<b>1,104.8</b>	<b>1,014.0</b>
<b>Funds Source (\$M)</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
Env Restoration Support	27.1	51.9	6.9
Other Reimbursable	4.7	4.6	3.5
<b>Total Reimbursable</b>	<b>32</b>	<b>56</b>	<b>10</b>
<b>Total Civil Workload</b>	<b>1069.7</b>	<b>1161.2</b>	<b>1024.4</b>
<b>Military Workload</b>			
<b>Funds Source (\$M)</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
Construction			
Army			
Air Force			
DOD and Other			
<b>Total Construction</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Engineering			
OMA (excl DERP)			
OMA DERP			
<b>Total Military</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Civil + Military Workload</b>	<b>1069.7</b>	<b>1161.2</b>	<b>1024.4</b>

FY 99 Consolidated Command Guidance Major Subordinate Command North Atlantic Division  Civil Works Workload			
Funds Source (\$M)	FY 99	FY 00	FY 01
General Investigations	40.1	41.4	39.1
Construction General	163.2	193.7	156.8
Operations & Maintenance	192.1	245.9	220.7
General Expense	7.9	8.7	9.1
Regulatory	19.3	19.9	20.5
MR&T	0.0	0.0	0.0
Other Direct	63.8	64.1	53.0
<b>Total Direct</b>	<b>486.4</b>	<b>573.8</b>	<b>499.2</b>
Funds Source (\$M)	FY 99	FY 00	FY 01
Env Restoration Support	303.1	247.9	130.4
Other Reimbursable	83.1	76.6	60.4
<b>Total Reimbursable</b>	<b>386.3</b>	<b>324.5</b>	<b>190.8</b>
<b>Total Civil Workload</b>	<b>872.7</b>	<b>898.3</b>	<b>690.0</b>
<b>Military Workload</b>			
Funds Source (\$M)	FY 99	FY 00	FY 01
<b>Construction</b>			
Army	308.0	308.0	282.0
Air Force	39.0	26.0	22.0
DOD and Other	154.0	136.0	128.0
<b>Total Construction</b>	<b>501.0</b>	<b>470.0</b>	<b>432.0</b>
Engineering	80.1	77.3	73.9
OMA (excl DERP)	26.7	28.3	28.4
OMA DERP	100.4	104.4	100.9
<b>Total Military</b>	<b>708.2</b>	<b>680.0</b>	<b>635.2</b>
<b>Total Civil + Military Workload</b>	<b>1580.9</b>	<b>1578.3</b>	<b>1325.2</b>

<b>FY 99 Consolidated Command Guidance</b> <b>Major Subordinate Command</b> <b>Northwestern Division</b>  <b>Civil Works Workload</b>			
<b>Funds Source (\$M)</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
<b>General Investigations</b>	17.1	17.5	18.2
<b>Construction General</b>	167.7	226.0	249.7
<b>Operations &amp; Maintenance</b>	339.8	331.3	316.2
<b>General Expense</b>	10.4	9.8	9.2
<b>Regulatory</b>	13.4	13.7	14.2
<b>MR&amp;T</b>	0.0	0.0	0.0
<b>Other Direct</b>	6.9	3.2	3.1
<b>Total Direct</b>	<b>555.3</b>	<b>601.5</b>	<b>610.6</b>
<b>Funds Source (\$M)</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
<b>Env Restoration Support</b>	113.5	82.6	59.4
<b>Other Reimbursable</b>	9.0	5.8	5.2
<b>Total Reimbursable</b>	<b>122.5</b>	<b>88.5</b>	<b>64.5</b>
<b>Total Civil Workload</b>	<b>677.8</b>	<b>689.9</b>	<b>675.2</b>
<b>Military Workload</b>			
<b>Funds Source (\$M)</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
<b>Construction</b>			
<b>Army</b>	266.0	249.0	247.0
<b>Air Force</b>	191.0	158.0	150.0
<b>DOD and Other</b>	15.0	33.0	33.0
<b>Total Construction</b>	<b>472.0</b>	<b>440.0</b>	<b>430.0</b>
<b>Engineering</b>	50.5	47.6	46.7
<b>OMA (excl DERP)</b>	20.5	20.9	20.5
<b>OMA DERP</b>	207.6	207.7	172.3
<b>Total Military</b>	<b>750.6</b>	<b>716.2</b>	<b>669.5</b>
<b>Total Civil + Military Workload</b>	<b>1428.4</b>	<b>1406.2</b>	<b>1344.7</b>

FY 99 Consolidated Command Guidance Major Subordinate Command Pacific Ocean Division  Civil Works Workload			
<b>Funds Source (\$M)</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
General Investigations	8.4	7.5	8.0
Construction General	45.8	28.1	30.1
Operations & Maintenance	10.8	6.2	5.7
General Expense	2.2	2.3	2.4
Regulatory	6.8	7.0	7.2
MR&T	0.0	0.0	0.0
Other Direct	0.5	0.5	0.5
<b>Total Direct</b>	<b>74.5</b>	<b>51.5</b>	<b>54.0</b>
<b>Funds Source (\$M)</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
Env Restoration Support	8.7	8.3	8.3
Other Reimbursable	22.8	51.0	38.1
<b>Total Reimbursable</b>	<b>31.5</b>	<b>59.3</b>	<b>46.5</b>
<b>Total Civil Workload</b>	<b>106.0</b>	<b>110.9</b>	<b>100.4</b>
Military Workload			
<b>Funds Source (\$M)</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
<b>Construction</b>			
Army	253.0	260.0	211.0
Air Force	112.0	89.0	72.0
DOD and Other	870.0	900.0	922.0
<b>Total Construction</b>	<b>1235.0</b>	<b>1249.0</b>	<b>1205.0</b>
<b>Engineering</b>	<b>143.2</b>	<b>144.4</b>	<b>140.4</b>
OMA (excl DERP)	5.7	5.7	6.0
OMA DERP	95.3	111.8	93.3
<b>Total Military</b>	<b>1479.1</b>	<b>1510.9</b>	<b>1444.7</b>
<b>Total Civil + Military Workload</b>	<b>1585.1</b>	<b>1621.8</b>	<b>1545.2</b>

FY 99 Consolidated Command Guidance Major Subordinate Command South Atlantic Division  Civil Works Workload			
Funds Source (\$M)	FY 99	FY 00	FY 01
General Investigations	24.4	22.1	23.8
Construction General	239.1	407.8	382.3
Operations & Maintenance	270.7	265.8	243.4
General Expense	9.3	9.8	10.3
Regulatory	20.3	20.8	21.5
MR&T	0.0	0.0	0.0
Other Direct	2.4	2.4	2.5
<b>Total Direct</b>	<b>566.2</b>	<b>728.7</b>	<b>683.8</b>
Funds Source (\$M)	FY 99	FY 00	FY 01
Env Restoration Support	10.1	11.6	12.2
Other Reimbursable	30.2	31.0	33.5
<b>Total Reimbursable</b>	<b>40.3</b>	<b>42.6</b>	<b>45.7</b>
<b>Total Civil Workload</b>	<b>606.5</b>	<b>771.3</b>	<b>729.5</b>
Military Workload			
Funds Source (\$M)	FY 99	FY 00	FY 01
Construction			
Army	258.0	304.0	301.0
Air Force	171.0	115.0	96.0
DOD and Other	75.0	60.0	51.0
<b>Total Construction</b>	<b>504.0</b>	<b>479.0</b>	<b>448.0</b>
Engineering	45.4	43.1	40.3
OMA (excl DERP)	17.3	18.1	18.0
OMA DERP	108.7	117.7	137.1
<b>Total Military</b>	<b>675.3</b>	<b>657.9</b>	<b>643.5</b>
<b>Total Civil + Military Workload</b>	<b>1281.8</b>	<b>1429.2</b>	<b>1373.0</b>

FY 99 Consolidated Command Guidance Major Subordinate Command South Pacific Division  Civil Works Workload			
<b>Funds Source (\$M)</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
General Investigations	44.0	45.0	47.0
Construction General	213.8	170.9	94.1
Operations & Maintenance	90.2	92.7	85.4
General Expense	8.9	9.4	9.7
Regulatory	10.1	10.4	10.7
MR&T	0.0	0.0	0.0
Other Direct	13.5	3.6	3.7
<b>Total Direct</b>	<b>380.4</b>	<b>332.0</b>	<b>250.6</b>
<b>Funds Source (\$M)</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
Env Restoration Support			
Other Reimbursable	67.8	32.8	36.0
<b>Total Reimbursable</b>	<b>78.9</b>	<b>44.3</b>	<b>47.5</b>
<b>Total Civil Workload</b>	<b>459.3</b>	<b>376.4</b>	<b>298.1</b>
Military Workload			
<b>Funds Source (\$M)</b>	<b>FY 99</b>	<b>FY 00</b>	<b>FY 01</b>
<b>Construction</b>			
Army	111.0	82.0	72.0
Air Force	98.0	78.0	65.0
DOD and Other	24.0	41.0	41.0
<b>Total Construction</b>	<b>233.0</b>	<b>201.0</b>	<b>178.0</b>
<b>Engineering</b>	<b>34.0</b>	<b>31.1</b>	<b>29.0</b>
OMA (excl DERP)	15.4	16.4	16.3
OMA DERP	95.6	88.6	85.8
<b>Total Military</b>	<b>378.0</b>	<b>337.1</b>	<b>309.2</b>
<b>Total Civil + Military Workload</b>	<b>837.3</b>	<b>713.4</b>	<b>607.2</b>

FY 99 Consolidated Command Guidance Major Subordinate Command Southwestern Division  Civil Works Workload			
Funds Source (\$M)	FY 99	FY 00	FY 01
General Investigations	17.3	18.6	18.7
Construction General	85.8	176.5	147.6
Operations & Maintenance	234.0	233.9	213.6
General Expense	8.1	8.3	8.6
Regulatory	7.5	7.8	8.0
MR&T	0.0	0.0	0.0
Other Direct	1.4	1.4	1.4
<b>Total Direct</b>	<b>354.1</b>	<b>446.5</b>	<b>397.9</b>
Funds Source (\$M)	FY 99	FY 00	FY 01
Env Restoration Support	8.1	10.1	4.3
Other Reimbursable	85.1	60.9	53.5
<b>Total Reimbursable</b>	<b>93.2</b>	<b>71.1</b>	<b>57.8</b>
<b>Total Civil Workload</b>	<b>447.3</b>	<b>517.5</b>	<b>455.7</b>
Military Workload			
Funds Source (\$M)	FY 99	FY 00	FY 01
Construction			
Army	212.0	179.0	183.0
Air Force	111.0	91.0	88.0
DOD and Other	16.0	22.0	17.0
<b>Total Construction</b>	<b>339.0</b>	<b>292.0</b>	<b>288.0</b>
Engineering	42.5	38.3	37.9
OMA (excl DERP)	13.7	14.2	14.2
OMA DERP	103.1	90.0	98.4
<b>Total Military</b>	<b>498.3</b>	<b>434.5</b>	<b>438.6</b>
<b>Total Civil + Military Workload</b>	<b>945.6</b>	<b>952.0</b>	<b>894.3</b>

FY 99 Consolidated Command Guidance Major Subordinate Command Transatlantic Programs Center			
Civil Works Workload			
Funds Source (\$M)	FY 99	FY 00	FY 01
General Investigations			
Construction General			
Operations & Maintenance			
General Expense			
Regulatory			
MR&T			
Other Direct			
<b>Total Direct</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Funds Source (\$M)	FY 99	FY 00	FY 01
Env Restoration Support			
Other Reimbursable			
<b>Total Reimbursable</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Civil Workload</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Military Workload			
Funds Source (\$M)	FY 99	FY 00	FY 01
<b>Construction</b>			
Army	209.0	196.0	180.0
Air Force	38.0	19.0	19.0
DOD and Other	66.0	63.0	63.0
<b>Total Construction</b>	<b>313.0</b>	<b>278.0</b>	<b>262.0</b>
<b>Engineering</b>	<b>50.2</b>	<b>47.0</b>	<b>45.6</b>
OMA (excl DERP)	1.9	1.9	1.9
OMA DERP	0.0	0.0	0.0
<b>Total Military</b>	<b>365.1</b>	<b>326.9</b>	<b>309.4</b>
<b>Total Civil + Military Workload</b>	<b>365.1</b>	<b>326.9</b>	<b>309.4</b>

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

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

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

CPOC REGIONS DIVISIONS & DISTRICTS	RATE FY 99	RATE FY 00	RATE FY 01
<b>ANCR</b>	<b>\$532</b>	<b>\$543</b>	<b>\$554</b>
HQUSACE			
HEC			
CPW			
WRC			
TAC/TAE			
<b>SOUTHEAST</b>	<b>\$511</b>	<b>\$521</b>	<b>\$531</b>
SAD			
SAC			
SAJ			
SAM			
SAS			
SAW			
<b>NORTHEAST</b>	<b>\$512</b>	<b>\$522</b>	<b>\$532</b>
LRB			
LRE			
MDC			
NAD			
NAB			
NAN			
NAO			
NAP			
NAE			
<b>NORTHCENTRAL</b>	<b>\$565</b>	<b>\$576</b>	<b>\$587</b>
LRH			
LRP			
MVR			
MVP			

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<b>SOUTHCENTRAL</b>	<b>\$543</b>	<b>\$554</b>	<b>\$565</b>
CERL			
CRREL			
TEC			
WES			
UFC			
LRC			
NWK			
MVD			
MVM			
MVN			
MVS			
MVK			
HNC			
LRD			
LRL			
LRN			
<b>SOUTHWEST</b>	<b>\$534</b>	<b>\$544</b>	<b>\$555</b>
NWO			
SWD			
SWF			
SWG			
SWL			
SWT			
<b>WEST</b>	<b>\$374</b>	<b>\$381</b>	<b>\$389</b>
SPD			
SPL			
SPK			
SPN			
SPA			
NWD			
NWP			
NWS			
NWW			

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

Actual metering has taken place since February 1996. Still without sufficient metering history to estimate precisely up-front the rates for FY 98, the initial rates were established based on the actuals of the first three-fourths of FY 97, boosted by 32%. This latter value represents the average CPU actual usage history for all AIS for the fourth quarter since FY 94. Initial rate estimates, therefore, will be adjusted over time as metering history grows.

Year 2000 Surveys and Reports. Currently on the web the guidance on what should be included in Commanders Monthly Y2K reports can be found at the following URL:

<http://www.usace.army.mil/inet/functions/im/ceimp/y2ksurvey.html> it reads as follows;

Costs - include only **unprogrammed costs** directly related to the Year 2000. Do not count system enhancements. Include any costs expended testing items (i.e. tools, contractors) but don't count labor costs. For example, if you already plan to replace a PC as part of your normal upgrade cycle, its cost doesn't count as a Y2K cost. If your cost can be met within your existing budget, **do not report**.

Carryover S&A. As of this writing, the Congress has not passed appropriations legislation for FY 99. It is expected, however, that the new DoD Appropriations Act will contain carryover legislation similar, if not identical, to that contained in Section 8119, PL 104-208, and Section 8093, PL 105-56. If this is the case then previous guidance released (applicable cites listed below) will be followed unless superseded or modified by this HQ. The currently controlling memoranda are:

- a. CERM-B, 23 October 1996, subject: Carryover S&A.
- b. CERM-B, 5 December 1996, subject: Carryover S&A.
- c. CERM-B, 15 April 1997, subject: Supplemental Guidance on Carryover S&A.
- d. CERM-B, 3 September 1997, subject: Supplemental Guidance on Carryover S&A.

# SECTION 4

# PROCEDURAL GUIDANCE

## PROGRAM DEFINITION AND PROGRAM PROPONENTS

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

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

#### FUNDS TYPE GROUPS

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

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

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

d. **CONSTRUCTION PROGRAM FUNDS TYPE GROUPS AND TYPE FUNDS.** The 11 Major Program Categories identified in para. 1.a. are further divided into Funds Type Groups (GP). These GPs are further disaggregated into Type Funds (TF) as published in

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the Automated Management and Progress Reporting System (AMPRS) Data Dictionary. Following is a list of all GPs and TFs managed by CEMP. The listed HQUSACE Proponent (HQ PRP) is responsible for coordinating the issuance of funds for the indicated TFs listed. For programs where TFs are not coordinated at the HQUSACE level, the TFs have not been listed but are available in the AMPRS data dictionary.

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

<b>GP</b>	<b>TF</b>	<b>ABBR</b>	<b>HQ PRP</b>	<b>DESCRIPTION</b>
<b>1</b>				<b>MILITARY DIRECT, ARMY</b>
1A	10	MCA	CEMP-MA	MILITARY CONSTRUCTION, ARMY
1A	11	MMCA	CEMP-MA	MILITARY CONSTRUCTION, ARMY, MINOR
1B	02	BCA1	CEMP-MA	BASE CLOSURE, PART I, ARMY (BRAC I)
1B	07	BCA2	CEMP-MA	BASE CLOSURE, PART II, ARMY(BRAC91)
1B	0A	BCA3	CEMP-MA	BASE CLOSURE PART III, ARMY (BRAC93)
1B	0C	BCA4	CEMP-MA	BASE CLOSURE, ARMY (BRAC95)
1D	42	FHLI	CEMP-MA	FAMILY HOUSING, LINE ITEM IMPROVEMENT
1D	40	FHNC	CEMP-MA	FAMILY HOUSING, NEW CONSTRUCTION
1E	12	MCAR	CEMP-MA	MILITARY CONSTRUCTION, ARMY RESERVES
1E	06	MMCR	CEMP-MA	MILITARY CONSTRUCTION, ARMY RESERVES, MINOR
1H	15	PBS	CEMP-MD	PRODUCTION BASE SUPPORT
1X	1X	DARLD	CEMP-ES	PLANNING AND DESIGN FUNDS
1X	1Y	DANRD	CEMP-ES	ENGINEERING NOT RELATED TO CONSTR (ENRC)
<b>2</b>				<b>MILITARY DIRECT, AIR FORCE</b>
2A	20	MCAF	CEMP-MF	MILITARY CONSTRUCTION, AIR FORCE
2A	23	MMAF	CEMP-MF	MILITARY CONSTRUCTION, AIR FORCE, MINOR
2B	03	BCF1	CEMP-MF	BASE CLOSURE, PART I, AIR FORCE
2B	08	BCF2	CEMP-MF	BASE CLOSURE, PART II, AIR FORCE
2B	0B	BCF3	CEMP-MF	BASE CLOSURE PART III, AIR FORCE
2B	0D	BCF4	CEMP-MF	BASE CLOSURE, PART IV, AIR FORCE
2D	26	FHAF	CEMP-MF	FAMILY HOUSING, AIR FORCE
2E	21	MAFR	CEMP-MF	MILITARY CONSTRUCTION, AIR FORCE RESERVES
2G	25	MANG	CEMP-MF	MILITARY CONSTRUCTION, AIR NATIONAL GUARD
2X	2X	DFRLD	CEMP-ES	PLANNING AND DESIGN, AIR FORCE
2X	2Y	DFNRD	CEMP-ES	ENGINEERING NOT RELATED TO CONSTR, AF
<b>3</b>				<b>MILITARY DIRECT, DOD</b>
3A	98	DECA	CEMP-MD	DEFENSE COMMISSARY AGENCY
3A	53	CEETA	CEMP-MD	COMMUNICA ELECTRONIC EVAL & TESTING AGENCY
3A	39	MDOD	CEMP-MD	DEFENSE AGENCY (DOD), UNSPECIFIED MINOR
3A	41	DFAS	CEMP-MD	DOD DEFENSE FINANCE ACCOUNTING SYSTEM
3A	48	DLI	CEMP-MD	DEFENSE LANGUAGE INSTITUTE
3A	1A	ECIP	CEMP-MD	ENERGY CONSERVATION INVESTMENT PROG., ARMY
3A	1B	ECIF	CEMP-MF	ENERGY CONSERV INVESTMENT PROG, AIR FORCE
3B	43	DODU	CEMP-MD	DOD MEDICAL FACILITIES, UNSPECIFIED MINOR
3B	46	DODM	CEMP-MD	DOD MEDICAL FACILITIES

## SECTION 4

## PROCEDURAL GUIDANCE

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

(Continued)

<u>GP</u>	<u>TF</u>	<u>ABBR</u>	<u>HQ PRP</u>	<u>DESCRIPTION</u>
3C	4A	MCDA	CEMP-MA	MIL CONSTR DEFENSE ACCOUNT (CHEM DEMIL)
3E	4S	SOF	CEMP-MD	DOD SPECIAL OPERATIONS FORCE
3E	4B	BMDO	CEMP-MD	DOD BALLISTIC MISSILE DEFENSE ORGANIZATION
3X	3X	DDRDL	CEMP-EE	PLANNING AND DESIGN, DOD
3X	3Y	DDNRD	CEMP-EE	ENGINEERING NOT RELATED TO CONSTR, DOD
<b>4</b>				<b>MILITARY ENVIRONMENTAL</b>
4A	5A	IRPA	CEMP-RI	DERP, ARMY INSTALLATION RESTORATION (IRP)
4A	5U	FUDS	CEMP-RF	DERP, FORMERLY USED DEFENSE SITES (FUDS)
4B	5H	BA1E	CEMP-RI	BRAC ENVIRONMENTAL, PART I, ARMY (BRAC I)
4B	5I	BA2E	CEMP-RI	BRAC ENVIRONMENTAL, PART II, ARMY (BRAC91)
4B	5J	BA3E	CEMP-RI	BRAC ENVIRONMENTAL, PART III, ARMY (BRAC93)
4B	5K	BA4E	CEMP-RI	BRAC ENVIRONMENTAL, PART IV, ARMY (BRAC95)
4C	5P	BF1E	CEMP-RI	BRAC ENVIRONMENTAL, PART I, AIR FORCE
4C	5Q	BF2E	CEMP-RI	BRAC ENVIRONMENTAL, PART II, AIR FORCE
4C	5R	BF3E	CEMP-RI	BRAC ENVIRONMENTAL, PART III, AIR FORCE
4C	5T	BF4E	CEMP-RI	BRAC ENVIRONMENTAL, PART IV, AIR FORCE
4D	5B	IRPR	CEMP-RI	DERP, ARMY INSTALLATION RESTORATION
4D	5C	C2PA	CEMP-RI	DERP, COMPLI, CONSERV AND POLLUTION PREV, ARMY
4D	5D	IRPD	CEMP-RI	DERP, DEFENSE LOGISTICS AGENCY IRP
4D	5E	C2PF	CEMP-RI	DERP, COMPLI, CONSERV & POLLUTION PREV, AF
4D	5F	IRPF	CEMP-RI	DERP, AIR FORCE IRP
<b>5</b>				<b>MILITARY REIMBURSABLE, O&amp;MA</b>
5C	16	ANC	CEMP-MD	ARLINGTON NATIONAL CEMETERY
5C	1K	KWM	CEMP-MD	KOREAN WAR MEMORIAL
5X	5X	RARLD	CEMP-EE	PLANNING AND DESIGN, O&M, ARMY
5X	5Y	RANRD	CEMP-EE	ENGINEERING NOT RELATED TO CONSTR, O&MA
<b>6</b>				<b>MILITARY REIMBURSABLE, O&amp;M, AIR FORCE</b>
6A	2A	QOLEA	CEMP-MF	QUALITY OF LIFE ENHANCEMENT, AIR FORCE
6X	6X	RFRLD	CEMP-EE	PLANNING AND DESIGN, O&M, AIR FORCE
6X	6Y	RFNRD	CEMP-EE	ENGRING NOT RELATED TO CONSTR, O&M, AF
<b>7</b>				<b>MILITARY REIMBURSABLE, DOD (WORK FOR OTHERS)</b>
7A	4T	CTR	CEMP-M	COOPERATIVE THREAT REDUCTION
7A	54	DLA	CEMP-MD	DEFENSE LOGISTICS AGENCY
7A	56	DMA	CEMP-MD	DEFENSE MAPPING AGENCY
7A	57	DNA	CEMP-MD	DEFENSE NUCLEAR AGENCY
7A	58	DCA	CEMP-MD	DEFENSE COMMUNICATIONS AGENCY
7A	69	NSA	CEMP-MD	NATIONAL SECURITY AGENCY
7B	51	DODS	CEMP-MD	DOD DEPENDENT SCHOOLS
7B	5S	S6S	CEMP-MD	MILITARY CONSTR, SECTION 6 SCHOOLS-CONUS
7C	30	MCN	CEMP-MD	MILITARY CONSTRUCTION, NAVY
7C	32	NMCR	CEMP-MD	NAVY AND MARINE CORPS RESERVE
7E	1P	PRP	CEMP-MD	PENTAGON RENOVATION PROGRAM
7E	66	SAH	CEMP-MD	US SOLDIERS' AND AIRMEN'S HOME
7X	7X	RDRDL	CEMP-EE	PLANNING AND DESIGN, DOD
7X	7Y	RDNRD	CEMP-EE	ENGINEERING NOT RELATED TO CONSTR, DOD
<b>8</b>				<b>SPECIAL MANAGEMENT PROGRAMS</b>
8C	70	FMS	CEMP-MD	FOREIGN MILITARY SALES

# SECTION 4

# PROCEDURAL GUIDANCE

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

<u>GP</u>	<u>TF</u>	<u>ABBR</u>	<u>HQ PRP</u>	<u>DESCRIPTION</u>
8D	71	LOGCP	CEMP-CM	LOGISTICS CIVILIAN AUGMENTATION PROGRAM
8E	72	CGRNT	CEMP-CM	EPA CONSTR GRANTS (WORK FOR OTHERS (WFO))
8E	73	HUD	CEMP-CM	HOUSING AND URBAN DEVELOPMENT (WFO)
<b>9</b>				<b>MILITARY REIMBURSABLE, NON-FEDERAL</b>
9A	60	NAFA	CEMP-MD	NON-APPROPRIATED FUNDS, ARMY
9B	3Q	GOCQ	CEMP-MD	GOVERNMENT OF KUWAIT FUNDED CONSTR
9B	27	NAAF	CEMP-MF	NON-APPROPRIATED FUNDS, AIR FORCE
9X	9X	RNRLD	CEMP-EE	PLANNING AND DESIGN, NON-FEDERAL
9X	9Y	RNNRD	CEMP-EE	ENGRING NOT RELATED TO CONSTR, NON-FED.
<b>H</b>				<b>ENVIRONMENTAL SUPT FOR OTHERS (E-SFO)</b>
H1	V2	HHUD	CEMP-RO	HOUSING AND URBAN DEVELOPMENT
H1	V3	HTRE	CEMP-RO	DEPARTMENT OF THE TREASURY
H1	V4	HGAO	CEMP-RO	GOVERNMENT ACCOUNTING OFFICE
H1	V5	HFDA	CEMP-RO	FOOD AND DRUG ADMINISTRATION
H1	V6	HIHS	CEMP-RO	INDIAN HEALTH SERVICE
H1	VA	HEDA	CEMP-RO	DEPT OF COMMERCE, ECON. DEVPMNT ADMIN
H1	VB	HBIA	CEMP-RO	DEPT OF INTERIOR, BUREAU OF INDIAN AFFAIRS
H1	VC	HBLM	CEMP-RO	DEPT OF INTERIOR, BUREAU OF LAND MGMT
H1	VD	HNPS	CEMP-RO	DEPT OF INTERIOR, NATIONAL PARK SERVICE
H1	VF	HCCC	CEMP-RO	DEPT OF AGRICULTURE, COMMODITY CREDIT CORP
H1	VG	HFSA	CEMP-RO	DEPT OF AGRICULTURE, FARM SERVICE AGENCY
H1	VH	HFAA	CEMP-RO	DEPT OF TRANSPORT, FEDERAL AVIATION ADMIN
H1	VI	HCG	CEMP-RO	DEPT OF TRANSPORTATION, U.S. COAST GUARD
H1	VJ	HFRA	CEMP-RO	DEPT OF TRANSPORT, FEDERAL RAILWAY ADMIN
H1	VK	HHHS	CEMP-RO	DEPT OF HEALTH AND HUMAN SERVICES
H1	VL	HDOE	CEMP-RO	DEPT OF ENERGY
H1	VM	HPHS	CEMP-RO	PUBLIC HEALTH SERVICE
H1	VN	HFEMA	CEMP-RO	FEDERAL EMERGENCY MANAGEMENT AGENCY
H1	VP	HFDIC	CEMP-RO	FEDERAL DEPOSIT INSURANCE CORPORATION
H1	VQ	HSBA	CEMP-RO	SMALL BUSINESS ADMINISTRATION
H1	VR	HUSPS	CEMP-RO	UNITED STATES POSTAL SERVICE
H1	VS	HNOAA	CEMP-RO	NATIONAL OCEANIC AND ATMOSPHERIC ADMIN
H1	VT	HJBP	CEMP-RO	DEPT OF JUSTICE, BUREAU OF PRISONS
H1	VU	HJFBI	CEMP-RO	DEPT OF JUSTICE, FED BUREAU INVESTIGATION
H1	VV	HJINS	CEMP-RO	DEPT OF JUSTICE, IMMIGRATION & NATURALIZATION
H1	VX	HIBR	CEMP-RO	DEPT OF INTERIOR, BUREAU OF RECLAMATION
H1	VY	HIFW	CEMP-RO	DEPT OF INTERIOR, FISH AND WILDLIFE SERVICE
H1	VZ	HAFS	CEMP-RO	DEPT OF AGRICULTURE, FOREST SERVICE
H1	V1	HGSA	CEMP-RO	GENERAL SERVICES ADMINISTRATION
H1	WG	HEPA	CEMP-RO	EPA, EXCEPT CONSTR GRANTS & SUPERFUND
H2	WU	SUPF	CEMP-RS	EPA SUPERFUND
<b>S</b>				<b>OTHER SUPPORT FOR OTHERS (SFO)</b>
S1	W2	SONAS	CEMP-MD	NATIONAL AERONAUTICAL AND SPACE ADMIN
S1	W3	SOINS	CEMP-MD	DEPT OF JUSTICE, IMMIGRATION & NATURALIZATION

## SECTION 4

## PROCEDURAL GUIDANCE

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

<u>GP</u>	<u>TF</u>	<u>ABBR</u>	<u>HQ PRP</u>	<u>DESCRIPTION</u>
S1	W4	SOFDA	CEMP-MD	DEPT OF AGRICULTURE, FOOD AND DRUG ADMIN
S1	WI	SODOS	CEMP-MD	DEPARTMENT OF STATE
S1	WJ	SODOI	CEMP-MD	DEPARTMENT OF INTERIOR
S1	WK	SODOJ	CEMP-MD	DEPARTMENT OF JUSTICE, BUREAU OF PRISONS
S1	WL	SODOE	CEMP-MD	DEPARTMENT OF ENERGY
S1	WM	SONPS	CEMP-MD	DEPT OF INTERIOR, NATIONAL PARK SERVICE
S1	WP	SOVOA	CEMP-MD	INTERNAT'L COMMUNICATION AGENCY (VOA)
S1	WS	SOSLG	CEMP-MD	STATE AND LOCAL GOVERNMENTS
S1	WT	SOFG	CEMP-MD	FOREIGN GOVERNMENTS
S1	WW	SOEMA	CEMP-MD	FEDERAL EMERGENCY MANAGEMENT AGENCY
S1	WX	SOOTH	CEMP-MD	ALL OTHER FED DEPARTMENTS & AGENCIES
S1	WY	SONGV	CEMP-MD	ALL NON-GOVERNMENT ENTITIES
S1	WZ	SODOT	CEMP-MD	DEPT. OF TRANSPORTATION, U.S. COAST GUARD

2. **CONTRACTOR PERFORMANCE MEASUREMENT.** The Directorate of Military Programs is responsible for contract performance evaluations for all USACE programs. The Civil Works programs included in this performance indicator are shown on the following page.

## SECTION 4

## PROCEDURAL GUIDANCE

### CIVIL WORKS PROGRAMS INCLUDED IN CEMP EVALUATION OF CONTRACTOR PERFORMANCE

<u>GP</u>	<u>TF</u>	<u>ABBR</u>	<u>HQ PRP</u>	<u>DESCRIPTION</u>
B				CONSTRUCTION GENERAL
B1	BB	CGNAV	CECW-BE	NAVIGATION (CG)
B1	BD	CGBEC	CECW-BE	BEACH EROSION CONTROL (CG)
B1	BE	CGFC	CECW-BE	FLOOD CONTROL (CG)
B1	BF	CGMP	CECW-BE	MULTIPURPOSE (CG)
B1	BG	CGMIS	CECW-BE	MISCELLANEOUS (CG)
B1	BH	CGREH	CECW-BE	REHABILITATION (CG)
C				OPERATIONS AND MAINTENANCE
C1	CA	OMNAV	CECW-BE	NAVIGATION (O&M)
C1	CC	OMMP	CECW-BE	MULTIPURPOSE POWER PROJECT (O&M)
C1	CD	OMCD	CECW-BE	PROTECTION OF NAVIGATION (O&M)
C1	CE	OMNEP	CECW-BE	NATION EMERGENCY PREPAREDNESS (O&M)
D				FLOOD CONTROL AND COASTAL EMERGENCIES
D1	DA	FCCDP	CECW-BE	DISASTER PREPAREDNESS (FCCE)
D1	DB	FCCEO	CECW-BE	EMERGENCY OPERATIONS (FCCE)
D1	DC	FCCRH	CECW-BE	REHABILITATION (FCCE)
D1	DD	FCCEW	CECW-BE	EMERGENCY DRINKING WATER (FCCE)
D1	DE	FCCAM	CECW-BE	ADVANCE MEASURES (FCCE)
D1	DF	FCCHN	CECW-BE	HAZARDOUS NAVIGATION, TEAM ACTIVITIES (FCCE)
E				MISSISSIPPI RIVER AND TRIBUTARIES
E1	ER	MR+TC	CECW-BE	CONSTRUCTION (MR&T)
E1	ES	MR+TM	CECW-BE	MAINTENANCE (MR&T)
E1	EU	MR+TR	CECW-BE	REHABILITATION (MR&T)
F				RIVERS AND HARBORS TRUST FUND
F1	FW	CF	CECW-BE	STATE AND COUNTY EXPENSE SHARING
G				REVOLVING FUND
G1	36	PRIP	CECW-BE	PLANT REPLACEMENT AND IMPROVEMENT

**3. PROGRAM FORECAST OF AWARDS AND OBLIGATIONS FOR FY 98.** HQ, RM semi-annually develops and publishes the *U.S. Army Corps of Engineers Intelligence (CORINT), Information for Strategic Planning; Performance Analysis, and Execution Review*. The CORINT provides placement and workyear data for direct and reimbursable military and civil reimbursable programs.

# SECTION 4

# PROCEDURAL GUIDANCE

## MILITARY PROGRAMS STANDARD DEFINITIONS

ARMY PROGRAMS			
1A	MCA	10	MILITARY CONSTRUCTION, ARMY
1A	MMCA	11	MILITARY CONSTRUCTION, ARMY, MINOR
1D	FHNC	40	FAMILY HOUSING, ARMY, CONSTRUCTION
1D	FHLI	42	FAMILY HOUSING, LINE ITEM IMPROVEMENT
1E	MCAR	12	MILITARY CONSTRUCTION, ARMY RESERVE
1E	MMCAR	06	MILITARY CONSTRUCTION, ARMY RESERVE MINOR
1F	ARNG	17	MILITARY CONSTRUCTION, ARMY NATIONAL GUARD
3C	MCDA	4A	CHEMICAL DEMILITARIZATION
			BARRACKS UPGRADE PROGRAM, ARMY (DECENTRALIZED)
ARMY BRAC PROGRAMS			
1B	BCA	02	BRAC, PART I, ARMY (BRAC I)
1B	BCA2	07	BRAC, PART II, ARMY(BRAC91)
1B	BCA3	0A	BRAC, PART III, ARMY (BRAC93)
1B	BCA4	0C	BRAC, ARMY (BRAC95)
1B	BCD4	04	BRAC, PART I, OTHER
1B	BCD2	09	BRAC, PART II, OTHER
1C	BA1E	5H	BRAC, PART I, BRAC I, ENVIRONMENTAL RESTORATION
1C	BA2E	5I	BRAC, PART II, BRAC91, ENVIRONMENTAL RESTORATION
1C	BA3E	5J	BRAC, PART III, BRAC93, ENVIRONMENTAL RESTORATION
1C	BA4E	5K	BRAC, PART IV, BRAC95, ENVIRONMENTAL RESTORATION
ALL AIR FORCE PROGRAMS			
2A	MCAF	20	MILITARY CONSTRUCTION, AIR FORCE
2A	MMAF	23	MILITARY CONSTRUCTION, AIR FORCE, MINOR
2B	BCF	03	BRAC, PART, AIR FORCE
2B	BCF2	08	BRAC, PART II, AIR FORCE
2B	BCF3	0B	BRAC, PART III, AIR FORCE
2B	BCF4	0D	BRAC, BRAC95, AIR FORCE
2C	BF1E	5P	BRAC, PART I, AIR FORCE, ENVIRONMENTAL RESTORATION
2C	BF2E	5Q	BRAC, PART II, AIR FORCE, ENVIRONMENTAL RESTORATION
2C	BF3E	5R	BRAC, PART III, AIR FORCE, ENVIRONMENTAL RESTORATION
2C	BF4E	5S	BRAC, PART IV, AIR FORCE, ENVIRONMENTAL RESTORATION
2D	MAFR	21	MILITARY CONSTRUCTION, AIR FORCE RESERVES
2E	FHAF	26	FAMILY HOUSING, AIR FORCE, CONSTRUCTION
2F	MANG	25	MILITARY CONSTRUCTION, AIR FORCE NATIONAL GUARD

## SECTION 4

## PROCEDURAL GUIDANCE

### MILITARY PROGRAMS STANDARD DEFINITIONS (CONT'D)

ALL DoD PROGRAMS			
1H	SOCM	1S	MILITARY CONSTRUCTION, SOUTHERN COMMAND (PANAMA)
1H	SAH	66	SOLDIERS' AND AIRMEN'S HOME
3A	MDOD	39	MILITARY CONSTRUCTION, DoD, MINOR
3A	DLI	48	DEFENSE LANGUAGE INSTITUTE
3A	CEETA	53	COMMUNICATIONS ELECTRONIC EVAL AND TESTING AGENCY
3A	DECA	98	DEFENSE COMMISSARY AGENCY
3B	DODM	46	MILITARY CONSTRUCTION, DoD MEDICAL
3B	DODU	43	MILITARY CONSTRUCTION, DoD MEDICAL, MINOR
5C	ANC	16	ARLINGTON NATIONAL CEMETERY
5C	KWM	1K	KOREAN WAR MEMORIAL
6C	NAAF	27	NON-APPROPRIATED FUNDS, AIR FORCE
7A	DLA	54	DEFENSE LOGISTICS AGENCY
7A	DMA	56	DEFENSE MAPPING AGENCY
7A	DNA	57	DEFENSE NUCLEAR AGENCY
7A	DCA	58	DEFENSE COMMUNICATIONS AGENCY
7A	NSA	69	NATIONAL SECURITY AGENCY
7B	DODS	51	MILITARY CONSTRUCTION, DoD DEPENDANT SCHOOLS
7B	S6S	5S	MILITARY CONSTRUCTION, DoD SEC. 6 SCHOOLS, (CONUS)
7C	MCN	30	MILITARY CONSTRUCTION, NAVY AND MARINE CORPS
7C	NAFN	35	NON-APPROPRIATED FUNDS, NAVY
7C	NMCR	32	NAVY AND MARINE CORPS RESERVES
7E	PRP	1P	PENTAGON RENOVATION PROGRAM
8C	FMS	70	FOREIGN MILITARY SALES
9A	NAFA	60	NON-APPROPRIATED FUNDS, ARMY

We continue to face challenges in the manpower arena. The emphasis on manpower resources has increased dramatically at HQDA. We must continue to work as a team throughout our commands to meet the reporting and analytical requirements for ongoing activities such as Defense Reform Initiative Directive (DRID) 20, documentation of the civil workforce, internal restructuring actions, etc.

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

The FTE for Europe District are being shown under TAC in this guidance until the resource issues pertaining to the transfer are fully resolved.

### **MILITARY FUNDED MANPOWER**

1. The controlling factor in measuring execution will continue to be FTE. However, end strength numbers remain important as they will continue to be monitored and reported to higher headquarters.
2. Accurate planning for the execution of manpower is critical to ensure maximum utilization of available resources. The timely and accurate submission of Civilian Employment Plans (CEPs) is essential.
3. In this austere resource environment, more detailed resource information is being required by HQDA. Therefore, effective with the upcoming fiscal year, each USACE reporting activity will be required to provide a 3 year utilization plan (military and civil). Separate plans must be submitted for your Division headquarters and each of your respective Districts.
4. Commanders have flexibility as to the internal FTE allocations and utilization within their respective commands to ensure the most efficient and economic utilization of manpower resources.
5. Commanders must ensure that all executed military funded work is captured and accurately reported. We are working hard to incorporate a utilization reporting system in CEFMS for use during FY 99. Emphasis should be placed on accurate and timely 1702 reports.
6. Detailed FTE guidance by MDEP and AMSCO will be forwarded at a later date.

**CIVIL FUNDED MANPOWER**

1. The draft allocation is based on workload. A decision was made to withhold 600 FTE from the General Investigation and Construction General programs pending Congressional action.
2. A-E contracting targets for Planning and Engineering remain the same as FY 98.
3. Timely and accurate submission of Civil Works Usage Plans (CWUPs) is important. Commands should maintain open communication with HQUSACE to identify excess FTE or submit requests for additional FTE at the earliest possible moment during the fiscal year.
4. Emphasis should be placed on the timely and accurate submission of 113G reports.

**UNIFORMED MILITARY AUTHORIZATIONS**

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

**SECTION 4**

**MANPOWER**

**USACE FTE ALLOCATIONS**

COMMAND	FY 99		FY 00		FY 01	
	MILITARY	CIVIL	MILITARY	CIVIL	MILITARY	CIVIL
HNC	582	25	606	25	625	23
LRD	445	4,470	438	4,398	433	3,936
MVD	156	5,331	156	5,209	156	4,737
NAD	1,221	2,387	1,211	2,375	1,202	2,008
NWD	1,268	3,815	1,255	3,868	1,240	3,564
POD	1,290	273	1,280	296	1,270	299
SAD	1,105	2,735	1,095	2,900	1,086	2,772
SPD	783	1,891	760	1,604	751	1,435
SWD	751	2,361	738	2,378	729	2,149
TAC	726	0	721	0	711	0
MSC TOT	8,327	23,288	8,260	23,053	8,203	20,923
CERL	302	20	302	17	302	13
CRREL	226	79	226	68	226	66
TEC	357	18	362	15	362	14
WES	624	582	624	610	624	606
LABS TOT	1,509	699	1,514	710	1,514	699
CPW	184	0	181	0	176	0
HECSA	135	87	106	82	106	80
MDC	0	30	0	31	0	30
WRSC	0	150	0	146	0	133
UFC	114	211	145	251	145	246
HQUSACE	394	478	380	461	372	445
HQ/FOA TOT	827	956	812	971	799	934
USACE TOTAL	10,663	24,943	10,586	24,734	10,516	22,556
TOT CIV+MIL	35,606		35,320		33,072	

**SECTION 4**

**MANPOWER**

<b>MILITARY FUNDED FTE ALLOCATIONS - FY 99</b>								
<b>COMMAND</b>	<b>MCA</b>	<b>BRAC</b>	<b>DERP</b>	<b>RE</b>	<b>FMS</b>	<b>RDTE</b>	<b>OTHER OMA</b>	<b>TOTAL</b>
LRD	287	37	64	41	0	0	16	445
MVD	70	9	70	0	0	5	2	156
NAD	822	100	143	116	0	0	40	1,221
NWD	658	68	400	75	0	0	67	1,268
POD	1,125	4	100	16	0	0	45	1,290
SAD	830	40	75	115	18	0	27	1,105
SPD	428	58	110	123	39	0	25	783
SWD	558	42	72	43	0	0	36	751
DIV TOT	4,778	358	1,034	529	57	5	258	7,019
HNC	445	0	95	0	0	0	42	582
TAC	550	0	0	0	160	0	16	726
CTR TOT	995	0	95	0	160	0	58	1,308
CERL	0	0	0	0	0	257	45	302
CRREL	0	0	0	0	0	200	26	226
TEC	0	0	0	0	0	201	156	357
WES	4	0	20	0	0	573	27	624
LABS TOT	4	0	20	0	0	1,231	254	1,509
CPW	0	0	0	0	0	0	184	184
HECSA	6	0	0	0	0	0	129	135
FIN CTR	102	0	0	0	1	0	11	114
HQUSACE	21	23	50	12	5	4	279	394
<b>USACE TOTAL</b>	<b>5,906</b>	<b>381</b>	<b>1,199</b>	<b>541</b>	<b>223</b>	<b>1,240</b>	<b>1,173</b>	<b>10,663</b>

**SECTION 4**

**MANPOWER**

<b>MILITARY FUNDED FTE ALLOCATIONS - FY 00</b>								
<b>COMMAND</b>	<b>MCA</b>	<b>BRAC</b>	<b>DERP</b>	<b>RE</b>	<b>FMS</b>	<b>RDTE</b>	<b>OTHER OMA</b>	<b>TOTAL</b>
LRD	285	32	64	41	0	0	16	438
MVD	70	9	70	0	0	5	2	156
NAD	819	95	143	116	0	0	38	1,211
NWD	654	64	400	75	0	0	62	1,255
POD	1,117	3	100	16	0	0	44	1,280
SAD	823	37	75	115	18	0	27	1,095
SPD	426	54	110	123	22	0	25	760
SWD	548	40	72	43	0	0	35	738
DIV TOT	4,742	334	1,034	529	40	5	249	6,933
HNC	470	0	95	0	0	0	41	606
TAC	540	0	0	0	166	0	15	721
CTR TOT	1,010	0	95	0	166	0	56	1,327
CERL	0	0	0	0	0	257	45	302
CRREL	0	0	0	0	0	200	26	226
TEC	0	0	0	0	0	203	159	362
WES	4	0	20	0	0	573	27	624
LABS TOT	4	0	20	0	0	1,233	257	1,514
CPW	0	0	0	0	0	0	181	181
HECSA	6	0	0	0	0	0	100	106
FIN CTR	133	0	0	0	1	0	11	145
HQUSACE	19	21	50	12	4	4	270	380
<b>USACE TOTAL</b>	<b>5,914</b>	<b>355</b>	<b>1,199</b>	<b>541</b>	<b>211</b>	<b>1,242</b>	<b>1,124</b>	<b>10,586</b>

**SECTION 4**

**MANPOWER**

<b>MILITARY FUNDED FTE ALLOCATIONS - FY 01</b>								
<b>COMMAND</b>	<b>MCA</b>	<b>BRAC</b>	<b>DERP</b>	<b>RE</b>	<b>FMS</b>	<b>RDTE</b>	<b>OTHER OMA</b>	<b>TOTAL</b>
LRD	284	28	64	41	0	0	16	433
MVD	70	9	70	0	0	5	2	156
NAD	814	91	143	116	0	0	38	1,202
NWD	650	60	400	75	0	0	55	1,240
POD	1,107	3	100	16	0	0	44	1,270
SAD	819	33	75	115	18	0	26	1,086
SPD	422	50	110	123	22	0	24	751
SWD	543	37	72	43	0	0	34	729
DIV TOT	4,709	311	1,034	529	40	5	239	6,867
HNC	490	0	95	0	0	0	40	625
TAC	530	0	0	0	166	0	15	711
CTR TOT	1,020	0	95	0	166	0	55	1,336
CERL	0	0	0	0	0	257	45	302
CRREL	0	0	0	0	0	200	26	226
TEC	0	0	0	0	0	203	159	362
WES	4	0	20	0	0	573	27	624
LABS TOT	4	0	20	0	0	1,233	257	1,514
CPW	0	0	0	0	0	0	176	176
HECSA	6	0	0	0	0	0	100	106
FIN CTR	133	0	0	0	1	0	11	145
HQUSACE	18	19	50	12	4	4	265	372
<b>USACE TOTAL</b>	<b>5,890</b>	<b>330</b>	<b>1,199</b>	<b>541</b>	<b>211</b>	<b>1,242</b>	<b>1,103</b>	<b>10,516</b>

**SECTION 4**

**MANPOWER**

<b>CCG 99-1 UNIFORMED MANPOWER ALLOCATIONS AND GRADE CEILINGS FY99</b>																		
	MILITARY FUNDED									CIVIL WORKS FUNDED								
	OFF						WO	EN	TOTAL	OFF						WO	TOTAL	
ORG	GO	06	05	04	03	02				GO	06	05	04	03	02			
HNC	0	1	1	1	1	0	0	0	4	0	0	0	0	0	0	0	0	0
LRD	0	1	1	2	0	0	0	0	4	1	8	9	9	29	0	0	0	56
-2nd SLI												-1						
LRD Adj Tot	0	1	1	2	0	0	0	0	4	1	8	8	9	29	0	0	0	55
MVD	0	0	0	0	0	0	0	0	0	1	7	7	10	20	0	0	0	45
NAD	1	0	3	2	1	0	0	0	7	0	6	3	5	24	0	0	0	38
NWD	0	1	4	2	0	0	0	0	7	1	5	4	7	16	0	0	0	33
POD	0	3	5	3	10	0	0	6	27	1	2	0	3	9	0	0	0	15
QDR Adj					-1													
ORI Adj														1				
POD Adj Tot	0	3	5	3	9	0	0	6	26	1	2	0	3	10	0	0	0	16
SAD	0	1	2	4	3	0	0	0	10	1	4	5	5	11	0	0	0	26
QDR Adj				-1														
SAD Adj Tot	0	1	2	3	3	0	0	0	9	1	4	5	5	11	0	0	0	26
SPD	0	1	3	2	0	0	0	0	6	1	2	4	5	16	0	0	0	28
SWD	0	1	1	2	1	0	0	0	5	1	4	4	1	25	0	0	0	35
TAC	1	3	7	7	7	0	0	1	26	0	0	0	0	0	0	0	0	0
QDR Adj					-1													
TAC Adj Tot	1	3	7	7	6	0	0	1	25	0	0	0	0	0	0	0	0	0
D/C Total	2	12	27	24	21	0	0	7	93	7	38	35	45	151	0	0	0	276
CERL	0	1	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1
CRREL	0	0	0	1	0	0	0	0	1	0	1	1	1	3	0	0	0	6
TEC	0	1	1	1	0	0	1	6	10	0	0	0	0	0	0	0	0	0
WES	0	0	0	0	0	0	0	0	0	0	1	0	3	13	0	0	0	17
Lab Total	0	2	1	2	0	0	1	6	12	0	2	2	4	16	0	0	0	24
CPW	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0	0	0
HECSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FOA Total	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0	0	0
249th PPB	0	0	1	2	4	0	9	162	178	0	0	0	0	0	0	0	0	0
TRG	0	0	1	0	0	0	0	2	3	0	0	0	0	0	0	0	0	0
AMHA	1	5	14	1	0	0	0	3	24	2	8	15	10	11	0	1	1	47
QDR Adj			-3															
Pent Adj		-1	-6	-1				-1										
AMHA	1	4	5	0	0	0	0	2	12	2	8	15	10	11	0	1	1	47
HQ Total	1	4	6	0	0	0	0	4	15	2	8	15	10	11	0	1	1	47
Cmd Total	3	18	35	28	25	0	11	188	308	9	48	52	59	178	0	1	1	347

**SECTION 4**

**MANPOWER**

<b>CCG 99-1 UNIFORMED MANPOWER ALLOCATIONS AND GRADE CEILINGS FY00</b>																		
	<b>MILITARY FUNDED</b>									<b>CIVIL WORKS FUNDED</b>								
	<b>OFF</b>						<b>WO</b>	<b>EN</b>	<b>TOTAL</b>	<b>OFF</b>						<b>WO</b>	<b>TOTAL</b>	
<b>ORG</b>	<b>GO</b>	<b>06</b>	<b>05</b>	<b>04</b>	<b>03</b>	<b>02</b>				<b>GO</b>	<b>06</b>	<b>05</b>	<b>04</b>	<b>03</b>	<b>02</b>			
HNC	0	1	1	1	1	0	0	0	4	0	0	0	0	0	0	0	0	0
LRD	0	1	1	2	0	0	0	0	4	1	8	8	9	29	0	0	0	55
MVD	0	0	0	0	0	0	0	0	0	1	7	7	10	20	0	0	0	45
NAD	1	0	3	2	1	0	0	0	7	0	6	3	5	24	0	0	0	38
NWD	0	1	4	2	0	0	0	0	7	1	5	4	7	16	0	0	0	33
POD	0	3	5	3	9	0	0	6	26	1	2	0	3	10	0	0	0	16
SAD	0	1	2	3	3	0	0	0	9	1	4	5	5	11	0	0	0	26
SPD	0	1	3	2	0	0	0	0	6	1	2	4	5	16	0	0	0	28
SWD	0	1	1	2	1	0	0	0	5	1	4	4	1	25	0	0	0	35
TAC	1	3	7	7	6	0	0	1	25	0	0	0	0	0	0	0	0	0
<b>D/C Total</b>	<b>2</b>	<b>12</b>	<b>27</b>	<b>24</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>93</b>	<b>7</b>	<b>38</b>	<b>35</b>	<b>45</b>	<b>151</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>276</b>
CERL	0	1	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1
CRREL	0	0	0	1	0	0	0	0	1	0	1	1	1	3	0	0	0	6
TEC	0	1	1	1	0	0	1	6	10	0	0	0	0	0	0	0	0	0
WES	0	0	0	0	0	0	0	0	0	0	1	0	3	13	0	0	0	17
<b>Lab Total</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>6</b>	<b>12</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>
CPW	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0	0	0
HECSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>FOA Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>9</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
249th PPB	0	0	1	2	4	0	9	162	178	0	0	0	0	0	0	0	0	0
TRG	0	0	1	0	0	0	0	2	3	0	0	0	0	0	0	0	0	0
AMHA	1	4	5	0	0	0	0	2	12	2	8	15	10	11	0	1	0	47
<b>HQ Total</b>	<b>1</b>	<b>4</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>15</b>	<b>2</b>	<b>8</b>	<b>15</b>	<b>10</b>	<b>11</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>47</b>
<b>Cmd Total</b>	<b>3</b>	<b>18</b>	<b>35</b>	<b>28</b>	<b>25</b>	<b>0</b>	<b>11</b>	<b>188</b>	<b>308</b>	<b>9</b>	<b>48</b>	<b>52</b>	<b>59</b>	<b>178</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>347</b>

**SECTION 4**

**MANPOWER**

<b>CCG 99-1 UNIFORMED MANPOWER ALLOCATIONS AND GRADE CEILINGS FY01</b>																		
	MILITARY FUNDED									CIVIL WORKS FUNDED								
	OFF						WO	EN	TOTAL	OFF						WO	TOTAL	
ORG	GO	06	05	04	03	02				GO	06	05	04	03	02			
HNC	0	1	1	1	1	0	0	0	4	0	0	0	0	0	0	0	0	0
LRD	0	1	1	2	0	0	0	0	4	1	8	8	9	29	0	0	55	
MVD	0	0	0	0	0	0	0	0	0	1	7	7	10	20	0	0	45	
NAD	1	0	3	2	1	0	0	0	7	0	6	3	5	24	0	0	38	
NWD	0	1	4	2	0	0	0	0	7	1	5	4	7	16	0	0	33	
POD	0	3	5	3	9	0	0	6	26	1	2	0	3	10	0	0	16	
SAD	0	1	2	3	3	0	0	0	9	1	4	5	5	11	0	0	26	
SPD	0	1	3	2	0	0	0	0	6	1	2	4	5	16	0	0	28	
SWD	0	1	1	2	1	0	0	0	5	1	4	4	1	25	0	0	35	
TAC	1	3	7	7	6	0	0	1	25	0	0	0	0	0	0	0	0	
<b>D/C Total</b>	<b>2</b>	<b>12</b>	<b>27</b>	<b>24</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>93</b>	<b>7</b>	<b>38</b>	<b>35</b>	<b>45</b>	<b>151</b>	<b>0</b>	<b>0</b>	<b>276</b>	
CERL	0	1	0	0	0	0	0	0	1	0	0	1	0	0	0	0	1	
CRREL	0	0	0	1	0	0	0	0	1	0	1	1	1	3	0	0	6	
TEC	0	1	1	1	0	0	1	6	10	0	0	0	0	0	0	0	0	
WES	0	0	0	0	0	0	0	0	0	0	1	0	3	13	0	0	17	
<b>Lab Total</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>6</b>	<b>12</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>24</b>	
CPW	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0	0	
HECSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>FOA Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>9</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>249th PPB</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>9</b>	<b>162</b>	<b>178</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
TRG	0	0	1	0	0	0	0	2	3	0	0	0	0	0	0	0	0	
AMHA	1	4	5	0	0	0	0	2	12	2	8	15	10	11	0	1	47	
<b>HQ Total</b>	<b>1</b>	<b>4</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>15</b>	<b>2</b>	<b>8</b>	<b>15</b>	<b>10</b>	<b>11</b>	<b>0</b>	<b>1</b>	<b>47</b>	
<b>Cmd Total</b>	<b>3</b>	<b>18</b>	<b>35</b>	<b>28</b>	<b>25</b>	<b>0</b>	<b>11</b>	<b>188</b>	<b>308</b>	<b>9</b>	<b>48</b>	<b>52</b>	<b>59</b>	<b>178</b>	<b>0</b>	<b>1</b>	<b>347</b>	

**SECTION 4**

**EXEC DIRECTION & MGT FUNDING**

<b>CONSOLIDATED COMMAND GUIDANCE                      EXECUTIVE DIRECTION AND MANAGEMENT FUNDING                      FY 99 - FY 01 (\$000)</b>						
	<b>GE FY 99</b>	<b>OMA FY 99</b>	<b>GE FY 00</b>	<b>OMA FY 00</b>	<b>GE FY 01</b>	<b>OMA FY 01</b>
<b>LRD</b>	13,021	1,000	12,332	950	11,590	975
<b>MVD (Civil only)</b>	10,169		10,177		10,176	
<b>NAD</b>	7,828	2,110	8,063	2,000	8,305	2,065
<b>NWD</b>	10,402	2,357	9,774	1,927	9,099	1,485
<b>POD</b>	2,300	4,270	2,360	4,381	2,420	4,495
<b>SAD</b>	8,815	1,525	9,179	1,575	9,556	1,540
<b>SPD</b>	8,857	1,545	9,227	1,585	9,504	1,545
<b>SWD</b>	8,095	1,700	8,231	1,655	8,478	1,625
<b>Total Div.:</b>	69,487	14,507	69,343	14,073	69,128	13,730
<b>HQ Operating*</b>	51,539	27,126	51,433	27,198	51,253	28,779
<b>HQ Program Accounts**</b>	4,965		4,965		4,965	
<b>Total HQ:</b>	56,504	27,126	56,398	27,198	56,218	28,779
<b>HECSA</b>	16,777	8,047	16,888	7,988	17,059	8,020
<b>UFC</b>	1,060	903	1,006	903	1,036	903
<b>WRSC (Civil only)</b>	4,404		4,353		4,378	
<b>CERB (Civil only)</b>	324		324		324	
<b>Total SFOA:</b>	22,565	8,950	22,571	8,891	22,797	8,923
<b>GRAND TOTAL:</b>	148,556	50,583	148,312	50,162	148,143	51,432

\*Represents realignment of \$335K from CW Program Accounts to HQ Operating Budget (CERM) for FORCON Support IAW RM Consolidation effective in FY 98. Effective in FY 99, reflects reprogramming \$50.2K GE and \$34K OMA from HQ Operating Budget to HECSA for IM Contract Support previously obtained from Huntington District.

\*\*HQ Program Accounts include \$3,845K for CW Program Accounts; \$1,120K for HR-managed USACE-wide Training Professional Development; and exclude \$335K for FORCON Support transferred to CERM Operating Budget in FY 99.

## SECTION 4

## HIGH GRADE ALLOCATIONS

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1. We continue to receive mandated reductions to our military funded high grade ceiling. We were assessed an additional reduction of 18 high grades in FY 99 (from 741 to 723). Due to these continued reductions, we have been struggling to meet the Corps-wide military funded ceiling. We have not received HQDA guidance beyond FY 99, so we are using the FY 99 USACE ceiling for FY 00 and FY 01 at this time. However, we surmise that further reductions will be assessed in the future.
2. The civil funded high grade ceiling has remained steady since FY 95. However, the actual on-board civil high grades have been declining due primarily to organizational restructuring and affordability levels. Due to this decline, we are allocating less civil funded high grades for FY 99 through FY 01.
3. Given the volatile resource environment, senior leadership directed that a high grade working team be established to analyze/revise the current methodology for distributing high grade allocations to USACE commands. High grades were analyzed from an organizational perspective (HQUSACE, MSCs, Labs, and FOAs). The following synopsis is provided as to the working team actions and methodology:
  - a. HQUSACE: Analyzed from an affordability and organizational perspective. **It was directed by senior leadership that the mandated military funded high grade reductions for USACE would (with few exceptions) come from HQUSACE. While there were shifts within individual commands, the combined totals for MSCs, Labs, and FOAs remained virtually the same.** Furthermore, a command decision was made to roll CPW and HECSA high grades into HQUSACE. Civil funded high grade allocations were reduced based on affordable staffing levels.
  - b. MSCs:
    - (1) Reviewed priority listings submitted by each command.
    - (2) Developed baseline templates for MSC division offices and districts. Baselines established for civil/military only districts and mixed districts.
    - (3) Determined/quantified factors that constitute add-ons to the baseline floor.

Military - Additive factors included workload, customer base, and special missions.

Civil - Additive factors included workload, special responsibilities (i.e., MCXs), and discretionary considerations.
  - c. Labs: Template was developed by CERD based on support positions, technical management, Factor IV positions, and designated program management responsibilities. The ongoing RDTE restructuring should lead to high grade savings in future years.
  - d. FOAs: Due to their organizational structures, the FOAs were considered on an individual command basis. As stated above, a decision was made to roll the high grades for CPW and HECSA into HQUSACE.
4. Three years guidance was provided, but it is subject to change based on various factors (restructuring actions, workload shifts, new missions, implementation of Regional Business Centers, etc.).
5. Commanders should make staffing and organizational decisions with the goal of meeting their assigned ceiling at fiscal year-end.

**SECTION 4**

**HIGH GRADE ALLOCATIONS**

<b>USACE HIGH GRADE ALLOCATIONS</b>						
<b>COMMAND</b>	<b>FY 99</b>		<b>FY 00</b>		<b>FY 01</b>	
	<b>MILITARY</b>	<b>CIVIL</b>	<b>MILITARY</b>	<b>CIVIL</b>	<b>MILITARY</b>	<b>CIVIL</b>
HNC	41	2	41	2	41	2
LRD	15	132	15	127	15	122
MVD	1	144	1	144	1	144
NAD	62	100	62	100	62	100
NWD	50	122	49	118	48	114
POD	50	21	51	21	51	21
SAD	36	90	34	90	34	90
SPD	24	66	26	66	27	66
SWD	29	68	29	68	29	68
TAC*	24	0	24	0	24	0
MSC TOT	332	745	332	736	332	727
<b>LABS</b>						
	177	98	177	98	177	98
<b>CPW**</b>						
	-	-	-	-	-	-
<b>HECSA**</b>						
	-	-	-	-	-	-
MDC	0	2	0	2	0	2
WRSC	0	31	0	31	0	31
FIN CTR	2	6	2	6	2	6
HQUSACE	212	241	212	229	212	218
HQ/FOA TOT	214	280	214	268	214	257
<b>USACE TOTAL</b>						
	723	1,123	723	1,102	723	1,082

\*Europe District allocations included in NAD allocation.

\*\*CPW and HECSA rolled into HQUSACE total.



DEPARTMENT OF THE ARMY  
U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

CERM-P (415-11a)

7 July 1998

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

SUBJECT: FY 99 Military Supervision and Administration (S&A) Ceilings

1. The 15 June 1998 Video Teleconference (VTC) led to a very productive exchange and insight into what each of you is doing to manage your S&A program. The MILCON and O&M S&A accounts have incurred significant losses so far in FY98, but you have projected, on the whole, a major comeback by the end of the fiscal year. To keep focused on the dollar impact that each of you has on the overall Military S&A account balances, I have added a chart to the 3<sup>RD</sup> Qtr Command Management Review (CMR) that displays gains and losses for each MSC. Your FY99 S&A ceilings and projected dollar contributions (or losses) to the overall accounts are provided in enclosure 1. These are based on the commitments and requirements you briefed at the VTC.

2. The MSC Regional Business Center process, in concert with the operating budget, must be used to effectively manage S&A. Overly optimistic workload projections are a major problem. The project management process must be more effective in making accurate workload projections to ensure only the necessary staff is on the payroll. Your project management team must also take the lead in getting funds correctly loaded into CEFMS to eliminate leakage and accounting errors.

3. Using Construction S&A as a focal point, you are showing you can do a better job of managing your resources. As a Command, we must continue to look for ways to increase our long-term efficiency through training, automation, outsourcing, and consolidation of small inefficient offices. Providing quality products and services at cost-effective rates is critical to retaining current customers and attracting new customers.

4. Provide your MSC and district schedules of Military placement, expense, and rates to CERM-P by 26 October 1998 in the format at enclosure 2. POC for this action is Philip Blount, (202) 761-1267.

FOR THE COMMANDER:

Encls

ALBERT J. GENETTI, JR.  
Major General, USA  
Chief of Staff

## FY 99 S&amp;A Rates Ceilings

	MILCON	O&M	DERP	O&M+DERP
HNC	5.7%	n/a	7.6%	7.7%
LRD	5.7%	6.5%	8.0%	7.6%
TAE*	6.5%	7.8%	n/a	7.9%
NAD*	5.7%	6.4%	8.0%	6.9%
NWD	5.4%	6.5%	8.0%	7.4%
POD	6.5%	8.0%	8.5%	8.1%
SAD	5.7%	**6.7%	8.0%	7.8%
SPD	5.7%	6.5%	8.0%	7.1%
SWD	5.7%	6.5%	8.0%	6.8%
TAC	5.6%	13.0%	n/a	13.0%
AVG	5.8%	7.1%	8.1%	7.4%

\*NAD + TAE blended CONUS & OCONUS rates will be calculated on actual workload mixture.

\*\*SAD has blended CONUS (6.5%) & OCONUS (8.0%) O&M rate of 6.7% that breaks even.

Minor OCONUS MILCON work may be done by NAD (excluding TAE) & SAD.

Out year ceilings will normally be a slightly below the rate charged to the customer.

## MSC Account Balance Commitment (\$000)

	MILCON	O&M+DERP
HNC	0	52
LRD	0	0
TAE	0	245
NAD	0	99
NWD	1,285	0
POD	0	0
SAD	0	0
SPD	0	0
SWD	0	0
TAC	496	-212

Minor calculated gains/losses were ignored if the actual rate equaled the flat rate. Commitment calculated by multiplying placement by current flat rate (income) and subtracting expenses.

Encl 2



## SECTION 4

## INFORMATION MANAGEMENT

### Information Technology (IT) Charges

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

2. The following are the estimated site license fees for FY 99, 00, and 01. These fees are based on the amounts recommended by the Information Resource Management Working Committee (IRMWC), and the historical usage data from the first 6 months of FY 98. (FY 98 is the first year in which these data have not been skewed by default (Code 99) usage.) These fees are subject to change dependant upon: (1) the final decisions of the Information Resource Management Steering Committee (IRMSC); and (2) changes in the number of site licenses, which would change the fee per site.

<b>AIS</b>	<b># Sites</b>	<b>Fee per Site FY 99</b>	<b>Fee per Site FY 00</b>	<b>Fee per Site FY 01</b>
PCASE	28	\$14,286.00	\$14,286.00	\$14,286.00
VIMS	54	3,704.00	3,798.00	3,798.00
APPMS	63	7,222.00	6,111.00	5,555.00
MCACES	284	4,155.00	4,190.00	4,190.00
ARMS	24	10,417.00	10,417.00	10,417.00
RECIS	1,375	203.64	203.64	203.64
RMS	288	3,924.00	3,351.00	4,181.00
E-MCX	38,843	16.94	16.94	16.94
PROMIS*	53	23,030.00	21,297.00	20,192.00

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

3. Those IT metered on the CEAP-IA platform, the estimated individual rates by CPU/second are shown below. Actual metering began in February 1996. AMPRS has been dropped from FY 98. The plan is to have one processor speed for all metered systems. These rates have been based on actual historical usage from the first 6 months of FY 98 and the amounts approved by the IRMWC. They are subject to change based on changes authorized by the IRMSC.

<b>AIS</b>	<b>FY 99 Per</b>	<b>FY 99 Rate Per CPU/second</b>	<b>FY 99 Rate Per CPU/second</b>
ACASS	\$1.7300	\$1.7300	\$1.7300
CCASS	0.8300	0.8300	0.8300
CEFMS	0.0305	0.0323	0.0336
RSSC	0.2073	0.2141	0.2141
SPS	TBD	TBD	TBD

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

## SECTION 4

## INFORMATION MANAGEMENT

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### CEAP-IA Charges

1. The Information Management Working Committee (IRMWC) approved the FY 99 CEAP-IA budget at \$20,441,100. This is a reduction of 2.87% from FY 98 (3.5% fixed costs and 1.5% variable costs). Costs are estimated to be reduced by 2.5% for both FY 00 (\$19,930,073) and FY 01 (\$19,431,821) from their respective previous year estimates.

2. Rates for usage to be applied in FY 99 are:

- a. Fixed costs are:   FY 99 - \$18,986.00 per site per month.  
                          FY 00 - \$18,511.00 per site per month.  
                          FY 01 - \$18,048.00 per site per month.

b. Variable cost for FY 99 and estimates for FY 00 and FY 01 are:

<u>Job Class</u>	<u>Rates FY 99</u>	<u>FY 00</u>	<u>FY 01</u>
Batch	\$.026 per CPU second	\$.025	\$.024
Deferred Batch	.016 per CPU Second	.015	.015
Low Priority Batch	.020 per CPU Second	.019	.019
Normal Batch	.026 per CPU Second	.025	.024
Express Batch	.036 per CPU Second	.035	.034
Interactive	.036 per CPU Second	.035	.034
4360	.018 per CPU Second	.017	.017
4680	.023 per CPU Second	.022	.022
Sun 1000	.016 per CPU Second	.015	.015
Sun 2000	.016 per CPU Second	.015	.015
Sun 6000			
166MHZ Processor	.032 per CPU Second	.031	.030
250MHZ Processor	.048 per CPU Second	.046	.045
336MHZ Processor	.064 per CPU Second	.062	.061
Input/Output (I/O)	.30 per thousand paged for any CYBER platform	.29	.28
Input/Output (I/O)	.30 per thousand paged for any UNIX platform	.29	.28
Connect Time (CT)	.438 per hour for any CEAP platform	.427	.416
1-800 #	.091 per minute (Minimum Charge - \$1.00)	.089	.087

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

FY 99 CONSOLIDATED COMMAND GUIDANCE PLANT REPLACEMENT AND IMPROVEMENT PROGRAM (PRIP)			
FOA	FY 99	FY 00	FY 01
CELRD	\$6,050,000	\$3,500,000	\$3,750,000
CEMVD	\$3,500,000	\$4,500,000	\$5,000,000
CENAD	\$2,088,000	\$2,750,000	\$3,000,000
CENWD	\$1,500,000	\$2,250,000	\$2,500,000
CEPOD	\$2,590,000	\$495,000	\$250,000
CESAD	\$3,788,400	\$2,000,000	\$2,250,000
CESPD	\$600,000	\$850,000	\$1,000,000
CESWD	\$1,500,000	\$2,250,000	\$2,500,000
CEMDC	\$35,894,000	\$32,000,000	\$30,000,000
NCR	\$11,973,000	\$11,073,000	\$8,000,000
CEFC	\$1,000,000	\$1,000,000	\$1,000,000
CERD (WES)	\$2,685,000	\$3,950,000	\$4,200,000
<b>TOTAL</b>	<b>\$73,168,400</b>	<b>\$66,618,000</b>	<b>\$63,450,000</b>

Remarks: All PRIP amounts are estimated. The amounts will be revised based on FY 99 PRIP submittals. Outyear program amounts will be based on updated Eng Form 1978s. OSD has proposed increasing the capitalization threshold to \$100,000. Based on this recommendation, PRIP work allowances for FY 99 will be issued to comply with the threshold. The POC is Dale G. Ringer.

MACOM Engineer Office:

Larry Robinson, CELD-ZE, 202-761-8774, fax 202-761-0611, [larry.m.robinson@usace.army.mil](mailto:larry.m.robinson@usace.army.mil)

Alternate: Harry Matheos, CELD-ZE, 202-761-8779, [harry.matheos@usace.army.mil](mailto:harry.matheos@usace.army.mil)

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

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

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

A HQUSACE's facilities strategy group, convened by the MACOM Engineer Office last year, concluded that a single facilities proponent office (SFPO) with HQUSACE should be created to: (1) consolidate USACE facilities policy functions and activities now shared by several directorates; and (2) formulate facilities strategy command-wide. The MACOM Engineer Office is developing a draft paper now on this concept of proper staffing and decision. If approved, any corresponding new guidance will not be forthcoming until FY 99.

### TYPICAL COMPONENTS OF A USACE FACILITY DECISION PACKAGE

- Capital Investment Strategy, as part of an on-going master plan, affordability and flexibility are essential.
- Identify, consider, and report on all viable alternatives. Local military installations, lease options, and the “as is”/current facility are normally among the alternatives. If you are constrained to be in the Central Business District (CBD), reflect this in your alternatives or how you plan to work around this requirement (E.O. 12072). New construction is normally the least attractive option due to funding problems and decreased flexibility with a changing workforce. Use ECONPACK for your economic analysis and recommend one of the alternatives for CG approval.
- Prepare a space requirements analysis in accordance with GSA and AR 405-70 criteria. Demonstrate that the local administrative space utilization rate will be within USACE target of 162 nsf/authorized person, given official manning allowances and manning forecasts. Use of SF 81/81a or 1450/1450a is recommended.
- Address employee/union impacts, and assess the need for an Environmental Impact Statement.
- Address mission accomplishment relative to the alternatives.
- Discuss local political support or resistance to the relocation.
- Address any coordination with GSA, and GSA’s position on the proposed relocation; e.g., supportive, resistant, will delegate leasing authority to Corps, etc. Clarify if the relocation is a GSA forced move.
- Address urgency. Provide timeliness for needed actions including approvals and funding.
- Address impact if no relocation is approved.
- State whether systems furniture is being planned in conjunction with the relocation, and how it will be paid for.
- Clarify how you plan to pay for the relocation and associated construction and annual RPMA costs. Identify sources of funding and what funding, if any, is being requested from HQUSACE.

## USACE ORGANIZATIONAL INSPECTION PROGRAM

1. A draft Engineer Regulation (ER X-X-X) is being staffed by the Engineer Inspector General at HQUSACE and is expected to be completed well in advance of FY 98 Year-End. This regulation outlines responsibilities and prescribes policies for inspections throughout the command and defines the USACE Organizational Inspection Program (OIP) as required by AR 1-201, Army Inspection Policy.

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

**HQUSACE Command Staff Inspections (CSI)** consist of two-day visits to USACE Divisions, Centers, the Engineer Institute, the 249<sup>th</sup> Engineer Battalion, and selected FOAs by the DCG and selected staff principals once in every two-year cycle. The inspection will be preceded by a detailed inspection of half of each division's by members of the USACE Staff and/or field augmentees, within the month preceding the scheduled two-day inspection. Specific implementation guidance will be made available by the proponent, CERM, NLT 30 September 1998. At this point, a schedule has been provided below to cover the next 4 fiscal years, or one full cycle of CSIs. In order to insure minimum disruption to existing MSC inspection schedules, the identified districts are subject to change in the final implementing guidance.

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

**HQUSACE Command Visits (CV)** consist of one-day visits to those Divisions, Centers, and selected FOAs that do not receive a Command Staff Inspection in that Fiscal Year. The DCG and selected staff principals will conduct the visit. The visit will not include a pre-inspection by the USACE staff. The objectives of these visits are to 1) evaluate Division, Center, and Laboratory progress in areas of command emphasis, as determined by the DCG on a semi-annual basis, and 2) conduct a functional review of initiatives that support the *Corps Vision and Strategic Management Process*. Specific implementation guidance will be made available by the proponent, CERM, NLT 30 September 1998. The schedule for these visits is provided below.

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

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

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

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

4. The schedule for FY 99 – 02 is listed below. The symbol **CSI** designates the 2-day, detailed inspection and names the districts to be inspected. The symbol **CV** designates the 1-day visit, which mirrors the current day of mandatory, corporate topics and/or functional initiatives in support of the *Corps Vision and Strategic Management Process*. CERM maintains the schedule and will provide firm dates by 30 September 1998.

## SECTION 4

## COMMAND INSPECTIONS

<u>Dates</u>	<u>Organizations (including districts) Inspected</u>	<u>CSI or CV</u>
15 Oct 98	TAC	CV
17-18 Nov 98	MVD (Rock Island, St Paul, St Louis)	CSI
19 Nov 98	WES/Engineer Institute	CV
20 Nov 98	SWD	CV
Feb 99	POD (Alaska, Honolulu)	CSI
Feb 99	SPD	CV
Apr 99	NWD (NP Reg'l HQ, Portland, Seattle, Walla-Walla)	CSI
Apr 99	LRD	CV
Jun 99	NAD (New York, New England, Europe)	CSI
Jun 99	TAC	CV
Aug 99	SAD (Jacksonville, Mobile, Savannah)	CSI
Aug 99	HNC	CV
Nov 99	SWD (Little Rock, Tulsa)	CSI
Nov 99	MVD	CV
Nov 99	WES/Engineer Institute (CERL, CRREL, TEC)	CSI
Feb 2000	POD	CV
Feb 2000	SPD (Albuquerque, Los Angeles)	CSI
Apr 2000	NWD	CV
Apr 2000	LRD (GL Reg'l Office, Chicago, Detroit, Nashville)	CSI
Jun 2000	NAD	CV
Jun 2000	TAC	CSI
Aug 2000	HNC	CSI
Aug 2000	SAD	CV
Nov 2000	MVD (Memphis, New Orleans, Vicksburg)	CSI
Nov 2000	WES/Engineer Institute	CV
Nov 2000	SWD	CV
Feb 2001	POD (Far East, Japan)	CSI
Feb 2001	SPD	CV
Apr 2001	NWD (MR Reg'l HQ, Kansas City, Omaha)	CSI
Apr 2001	LRD	CV
Jun 2001	NAD (Baltimore, Norfolk, Philadelphia)	CSI
Jun 2001	TAC	CV

## **SECTION 4**

## **COMMAND INSPECTIONS**

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<u>Dates</u>	<u>Organizations (including districts) Inspected</u>	<u>CSI or CV</u>
Aug 2001	SAD (Charleston, Wilmington)	CSI
Aug 2001	HNC	CV
Nov 2001	SWD (Ft Worth, Galveston)	CSI
Nov 2001	MVD	CV
Nov 2001	WES/Engineer Institute (CERL, CRREL, TEC)	CSI
Feb 2002	POD	CV
Feb 2002	SPD (Sacramento, San Francisco)	CSI
Apr 2002	NWD	CV
Apr 2002	LRD (OR Reg'l Ofc, Huntington, Louisville, Pittsburgh, Buffalo)	CSI
Jun 2002	NAD	CV
Jun 2002	TAC	CSI
Aug 2002	HNC	CSI
Aug 2002	SAD	CV

# SECTION 4

# CONFERENCES

## APPROVED FY99 HQUSACE SPONSORED CONFERENCES/MEETINGS

#	HQ	TITLE	PROPOSED DATE	PROPOSED LOCATION	DAYS	CORPS EMPLOYEES	CORPS COST <sup>1</sup>
1	CEAO	Approves One of Four proposed meetings. Chief Financial Officer Act (CFO) FY99 Audit Inprocess Review <b>{all other requested meetings via VTC}</b>	<b>TBD by users</b>	Millington, TN (USACE Finance Center)	1.5	35	18,375
2	CECPW	DPW Training Workshop ( <b>APPROVED ON 30 JULY 1998</b> )	08-Dec-98	Tysons Corner, VA	3	79	69,215
3	CECPW	Utility/Energy Training Workshop	28-Jul-99	Springfield, VA	2.5	5	4,028
4	CECW	District Commanders' Conference* (MP Sponsor)	Oct-98	Washington, DC	2	52	<b>40,000</b>
5	CECW	District Commanders' Conference with ENFORCE XXI	27-Apr-99	Ft. L. Wood, MO	4	140	250,000
6	CECW-B CEMP-E	Combined meeting: Chief of Operations/Project Delivery Team Conference* (CW Sponsor); Construction Delivery Team Conference	<b>TBD by users</b>	<b>TBD by users</b>	3	150	113,250
7	CECW-O CECW-E	Combined meeting: National Regulatory/Navigation Conference; Engineering & Construction Conference (Combined conference of former conferences: Engineering & Construction Chiefs Workshop; Geotechnical & Materials Workshop; and Mechanical & Electrical Workshop (w/MP))	<b>TBD by users</b>	<b>TBD by users</b>	4.5	250	201,167
8	CECW-P	Planning Chief's Conference	15-Mar-99	Portland, OR	4	250	462,358
9	CEHR	CP-18 Leadership Development Program Seminar (3rd Qtr. 99)	Apr-99	Washington, DC	2	400	195,685
10	CEHR	Senior Leader's Conference (Emerging Leader's Conference)	Aug-99	Chicago, IL	7	150	250,600
11	CEHR CEEO	Combined meeting: Human Resources Director's Conference and EEO Training Conference	<b>TBD by users</b>	<b>TBD by users</b>	5	90	100,000
12	CELD	Combined meetings: Transportation and Travel Training Workshop; Supply and Maintenance Training Workshop; Army Communities of Excellence (ACOE) Process Workshop	<b>TBD by users</b>	<b>TBD by users</b>	5	100	125,394
13	CEMP CEMP-E CEMP-R	Combined meetings: Cost Engineering Training Conference; Facilities Design, Engineering Construction Conference; Environmental HTRW & OE Workshops	<b>TBD by users</b>	<b>TBD by users</b>	4	250	250,000
14	CERE-R	Combined meeting: Homeowners Assistance Program (HAP); Real Estate Appraisal Conference	<b>TBD by users</b>	<b>TBD by users</b>	4	50	41,700
15	CESB	Small Business Conference and Small Business Council Meeting	07-Dec-98	Washington, DC	2	182	40,157

Average =====> 4 146 144,129

<sup>1</sup> Corps Cost = (Travel & Per Diem of Corps employees + Facilities, Speakers, etc.). It does not include Salary cost of support staff or Salary cost of attendees.

TOTAL 54 2,183 2,161,930

# SECTION 4

# CONFERENCES

## DISAPPROVED FY99 HQUSACE SPONSORED CONFERENCES/MEETINGS

#	HQ	TITLE	PROPOSED DATE	PROPOSED LOCATION	DAYS	CORPS EMPLOYEES	CORPS COST <sup>1</sup>
1	CEAO	Chief Financial Officer Act (CFO) FY99 Audit Inprocess Review	Feb-99	Millington, TN (USACE Finance Center)	1.5	35	18,375
2	CEAO	Chief Financial Officer Act (CFO) FY99 Audit Inprocess Review	May-99	Millington, TN (USACE Finance Center)	1.5	35	18,375
3	CEAO	Chief Financial Officer Act (CFO) FY99 Audit Inprocess Review	Aug-99	Millington, TN (USACE Finance Center)	1.5	35	18,375
4	CECC	Worldwide USACE Legal Services Conference	May-99	Seattle, WA	5	70	70,739
5	CEIM	Information Resource Management Working Committee (IRMWC)	Nov-98	Albuquerque, NM	3	50	31,100
6	CEIM	Information Resource Management Working Committee (IRMWC)	Apr-99	Baltimore, MD	3	50	30,014
7	CEIM	Information Resource Management Working Committee (IRMWC) & CEAP	Aug-99	Portland, OR	4	100	85,400
8	CERM	Regional Business Center	May-99	Dallas, TX	4	125	110,500
TOTAL					23.5	500	382,878

# SECTION 4

# CONFERENCES

## APPROVED FY99 FIELD SPONSORED CONFERENCES/MEETINGS

#	FIELD	TITLE	PROPOSED DATE	PROPOSED LOCATION	DAYS	CORPS EMPLOYEES	CORPS COST <sup>1</sup>
1	CELRD	Great Lakes and Ohio Div. Senior Leaders Conference	14-Oct-98	TBD	3	65	29,545
2	CELRD	Division Partnering Conference	15-Apr-99	TBD	2	79	48,503
3	CELRD	Customer Support Conference	01-Jun-99	Louisville, KY	2	20	2,590
4	CELRD	COE WV State Agency Joint Management Meeting	08-Mar-99	Pipestem State Park, Pipestem, WV	3	35	3,438
5	CEMVD	Operations Project Management Annual Workshop	08-Dec-98	Hannibal, MO	3	81	15,800
6	CEMVD CESWD	Combine meetings: Inland Waterway Navigation Meeting; Annual Navigation Conference	<b>TBD by users</b>	<b>TBD by users</b>	2	60	5,101
7	CENAD	Teambuilding & Leadership	Feb-99	Bushkill, PA	2	60	14,450
8	CENWD	NWD HTRW Planning and Execution Conference	15-Oct-98	Nebraska City, NE	2	40	13,148
9	CENWD	NWD HTRW Planning and Execution Conference	18-Aug-99	Nebraska City, NE	2	40	13,148
10	CESAD	Workshop on Environmental Management of Corps Powerplants	03-Nov-98	J. Strom Thurmond Project	3	37	13,330
11	CESAD	SAD Leadership Conference	Oct-98	Atlanta, GA	2	60	18,000
12	CESAD	Either Operations Division Manager's Conference or SAD Park Ranger Conference	<b>TBD by users</b>	<b>TBD by users</b>	3	151	41,148
13	CESAD	Celebrate Safety Conference	Nov-98	Ft. Walton Beach, FL	2	80	32,106
14	CESPD	SPD Planning Workshop	Apr-99	Sacramento, CA	4	71	45,700
15	CESPD	Project Management Conference	17-Nov-98	Albuquerque, NM	4	73	26,656
16	CESPD	Installation Engineer Conference	11-Nov-98	Berkeley, CA	3	43	24,234
17	CESPD	Either Area/Resident/Project Engineer Conference or SPD Park Managers Conference	Oct-98	<b>TBD by users</b>	4	50	22,500
18	CESWD	Public Works Service Center (PWSC) Development Workshop	Nov-98	Dallas, TX	3	30	29,020
19	CESWD	Planning, Programs, & Management Workshop	Apr-99	Dallas, TX	2	43	26,875
20	CESWD	Operations Area Managers Meeting	04-Nov-98	Lawton, OK	2	35	6,790
21	CESWD	Ft. Worth District Admin Conference	Oct-98	Austin, TX	2.5	50	19,142
22	CESWD	Area/Resident/Office Engineer Conference	Aug-99	Ft. Worth, TX	3	30	20,480
23	CETEC	Digital Topographic Data Technical Exchange Meeting	Nov-98	Alexandria, VA	2-3	2	2,032

# SECTION 4

# CONFERENCES

The following are **Tentatively Approved** pending additional justification from requesting organization

24	CEWES	Corps of Engineers Hydraulic Workshop	Jun-99	TBD	2	42	52,100
25	CEWES	Corps of Engineers Coastal Workshop	Apr-99	TBD	2	42	35,000
26	CEWRC	Navigation Data Workshop (Shallow Draft)	Jan-99	New Orleans, LA	4	40	29,730
Average =====>					3	53	21,910
TOTAL					61	1,277	525,837

## DISAPPROVED FY99 FIELD SPONSORED CONFERENCES/MEETINGS

#	FIELD	TITLE	PROPOSED DATE	PROPOSED LOCATION	DAYS	CORPS EMPLOYEES	CORPS COST <sup>1</sup>
1	CEHEC	Corps of Engineers Operating Budget Users Group (COBUG)	11-May-99	Jacksonville, FL	3	140	115,900

<sup>1</sup> Corps Cost = (Travel & Per Diem of Corps employees + Facilities, Speakers, etc.). It does not include Salary cost of support staff or Salary cost of attendees.

**Evaluating Results**

**COMMAND MANAGEMENT REVIEW INDICATOR TABLES**

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

## DIRECTORATE OF MILITARY PROGRAMS

Indicator Funds Type Groups Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
<b>DEVELOPMENT, MANAGEMENT, AND EXECUTION OF PROGRAMS</b>				
<b>MP-01</b> <b>PROJECT DEFINITION (PD)</b> ALL MILITARY FUNDS TYPE GROUPS EXCEPT 4, 5 AND H <i>CEMP-M</i>	DATA AGGREGATED BY MSC. SOD: MSC (UNTIL PROMIS COMES ON LINE) ADJUSTED BY CEMP PROGRAM MANAGERS, AS APPLICABLE.  VISIBILITY: MSC; REPORTED QUARTERLY	PD IS DEFINED AS DEVELOPMENT OF PARAMETRIC ESTIMATE OR CONCEPT DESIGN. PD IS DEVELOPED IN THE DESIGN YEAR [PROGRAM YEAR (PY) PLUS 2] AND IS A MEASURE OF HOW THE CORPS IS BEING POSITIONED FOR PY EXECUTION.	NUMERATOR: THE NUMBER OF PROJECTS SCHEDULE FOR PD IN THE DESIGN YEAR THROUGH THE END OF THE RATING QUARTER.  DENOMINATOR: THE NUMBER OF PROJECTS SCHEDULE FOR PD THROUGH THE END OF THE RATING QUARTER THAT ARE NOT DEFERRED, CANCELED OR PLACED ON HOLD BY THE PROGRAMMING COMMAND.	RATING CRITERIA: NOT RATED BUT DATA ARE DISPLAYED QUARTERLY. AR 415-15
<b>MP-02</b> <b>READY-TO-ADVERTISE (RTA)</b> ALL MILITARY FUNDS TYPE GROUPS EXCEPT 4, 5 AND H <i>CEMP-M</i>	DATA AGGREGATED BY MSC. SOD: MSC (UNTIL PROMIS COMES ON LINE) ADJUSTED BY CEMP PROGRAM MANAGERS, AS APPLICABLE.  VISIBILITY: MSC; REPORTED QUARTERLY	RTA IS DEFINED AS COMPLETING ALL NECESSARY STEPS TO ADVERTISE A PROJECT FOR AWARD OF THE CONSTRUCTION CONTRACT. IT IS A MEASURE OF HOW THE CORPS IS BEING POSITIONED FOR PY EXECUTION.	NUMERATOR: THE NUMBER OF PROJECTS SCHEDULE FOR RTA IN THE BUDGET YEAR THROUGH THE END OF THE RATING QUARTER.  DENOMINATOR: THE NUMBER OF PROJECTS SCHEDULE FOR RTA THROUGH THE END OF THE RATING QUARTER THAT ARE NOT DEFERRED, CANCELED OR PLACED ON HOLD BY THE PROGRAMMING COMMAND.	RATING CRITERIA: NOT RATED BUT DATA ARE DISPLAYED QUARTERLY. AR 415-15
<b>MP-03</b> <b>CONTRACT AWARDS:</b> ALL MILITARY FUNDS TYPE GROUPS EXCEPT 4, 5 AND H <i>CEMP-M</i>	DATA AGGREGATED BY MSC OR CUSTOMER GROUPS AS SHOWN IN TABLE 1A. ACTUAL MILITARY CONSTRUCTION CONTRACT AWARDS EVALUATED AGAINST FORECAST. SOD: MSC (UNTIL PROMIS COMES ON LINE) ADJUSTED BY CEMP PROGRAM MANAGERS, AS APPLICABLE  VISIBILITY: MSC; REPORTED QUARTERLY	A MEASURE OF THE MSC AWARDING ITS CUMULATIVE CURRENT AND PRIOR YEAR UNAWARDED CONSTRUCTION AND REMEDIAL & REMOVAL ACTION PROJECTS AWARD OF MORE THAN 50% OF THE PROJECT WILL CONSTITUTE 100% PROJECT CREDIT.	NUMERATOR: THE NUMBER OF PROJECTS AWARDED THROUGH THE END OF THE RATING QUARTER.  DENOMINATOR: THE NUMBER OF PROJECTS FORECAST FOR AWARD THROUGH THE END OF THE RATING QUARTER THAT ARE NOT DEFERRED, CANCELED OR PLACED ON HOLD BY THE PROGRAMMING COMMAND.	RATING CRITERIA: NOT RATED BUT DATA ARE DISPLAYED QUARTERLY. AR 415-15
<b>MP-04</b>	DATA AGGREGATED BY MSC.	A MEASURE OF THE MSC AWARDING ITS	NUMERATOR: THE NUMBER OF PROJECTS AWARDED THROUGH THE END OF THE	RATING CRITERIA: NOT RATED BUT DATA ARE DISPLAYED QUARTERLY.

**DIRECTORATE OF MILITARY PROGRAMS**

<b>Indicator Funds Type Groups Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
<b>CONGRESSIONAL ADDS</b> ALL MILITARY FUNDS TYPE GROUPS EXCEPT 4, 5 AND H	SOD: U.S. CONGRESS/PROGRAM MANAGERS VISIBILITY: MSC; REPORTED QUARTERLY	CONGRESSIONAL ADDS AND LINE ITEM VETO OVERRIDES FOR THE PY.	RATING QUARTER.  DENOMINATOR: THE NUMBER OF PROJECTS FORECAST FOR AWARD THROUGH THE END OF THE RATING QUARTER.	AR 415-15
<i>CEMP-M</i> <b>MP-05</b> <b>MCA PLANNING &amp; DESIGN ACCOUNT</b> ALL MCA FUNDS TYPE GROUPS EXCEPT 4, 5 AND H <i>CEMP-M</i>	DATA AGGREGATED BY MSC. SOD: ICAR REPORT VISIBILITY: MSC; REPORTED QUARTERLY.	A MEASURE OF THE MSC OBLIGATION OF DISTRIBUTED FUNDS.	NUMERATOR: DISTRIBUTED OBLIGATED FUNDS.  DENOMINATOR: DISTRIBUTED FUNDS.	RATING CRITERIA: NOT RATED BUT DATA ARE DISPLAYED QUARTERLY. AR 415-15
<b>MP-06</b> <b>DESIGN COST MANAGEMENT</b> FUND TYPE GROUPS: SELECTED MILITARY TYPE FUNDS UNDER CALCULATIONS  <i>CEMP-E</i>	DESIGN COST MANAGEMENT IS EVALUATED BY COMPARING TOTAL ACTUAL COSTS MINUS LOST EFFORT TO TARGET DESIGN COSTS.  SOD: PROMIS (AMPRS)  VISIBILITY: MSC	MEASURE ACTUAL DESIGN COST PERCENTAGE AGAINST TARGET DESIGN COSTS DERIVED FROM A DESIGN COST TARGET CURVE WHICH IS BASED ON AN ANALYSIS OF HISTORICAL DATA. ALL PROJECTS AWARDED TO CONSTRUCTION DURING THE PREVIOUS 12 MONTH PERIOD ARE INCLUDED EXCEPT FOR PROJECTS DESIGNED BY THE DESIN/BUILD METHOD.	$\text{Actual Cost} = \frac{\text{Total Design Cost} - \text{Lost Design}}{\text{Total Program Amount}} \times 100$ $\text{Target Cost} = \frac{\text{Total Target Costs}}{\text{Total Program Amount}} \times 100$ Type Fund Groups 1A, 1B, 1D, 1E (except OMAR), 1F, 1G, 1H, 2A, 2B, 2D, 2E, 2G, 3A, 5C, 6C (except AF NAAF), 7A, 7B, 7C (except OMN & RPMN), and 7e	RATING CRITERIA: NOT RATED BUT DATA ARE DISPLAYED QUARTERLY. AR 415-15  DESIGN COST TARGET CURVE ESTABLISHED BY CEMP-ES MEMORANDUM, "PLANNING AND DESIGN (P&D) RATE TARGETS FOR MILITARY CONSTRUCTION PROJECTS," DATED 1 DEC 94.
<b>MP-07</b> <b>BENEFICIAL OCCUPANCY DATE (BOD) TIME GROWTH</b> FUND TYPE	CONSTRUCTION TIME GROWTH EVALUATED AS THE DIFFERENCE BETWEEN THE BASELINE BOD AND THE ACTUAL BOD. SOD: PROMIS (AMPRS)  VISIBILITY: MSC	THE BOD BASED ON BASELINE ESTABLISHED IN THE PROJECT MANAGEMENT PLAN.	NUMERATOR: THE TIME BETWEEN THE BASELINE BOD AND THE ACTUAL BOD.  DENOMINATOR: THE TIME BETWEEN THE DENOMINATOR: THE TIME BETWEEN THE BASELINE AND THE ESTBLISHED .	RATING CRITERIA: NOT RATED BUT DATA ARE DISPLAYED QUARTERLY. AR 415-15

## DIRECTORATE OF MILITARY PROGRAMS

<b>Indicator Funds Type Groups Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
GROUPS: 1-ARMY DIRECT, 2-AIR FORCE DIRECT, 3-DOD DIRECT, AND 7-DOD REIMB <i>CEMP-E</i>			NEGATIVE TIME GROWTH IS CALCULATED AS 0%.  THE DATA BASE USED COVERS CONTRACTS WITH AN AWARD VALUE EQUAL TO OR GREATER THAN \$200,000 WITH A DURATION OF 183 DAYS OR MORE AND WITH A BOD ACTUAL OCCURRING IN A ONE YEAR ROLLING WINDOW (CURRENT QUARTER PLUS PRIOR THREE QUARTERS).	
<b>MP-08 IN-HOUSE DESIGN PERCENTAGE</b>  FUND TYPE GROUPS:  ALL MILITARY FUND TYPE GROUPS EXCEPT 1C, 2C, AND 4   <i>CEMP-E</i>	THIS INDICATOR MEASURES THE AMOUNT OF AN MSC'S MILITARY PROGRAM BEING DONE BY IN-HOUSE FORCES.  SOD: PROMIS (AMPRS)  VISIBILITY: MSC	THE IN-HOUSE DESIGN WORKLOAD IS MEASURED OVER A FIVE PROGRAM YEAR PERIOD (CURRENT PROGRAM YEAR ± TWO YEARS) TO ACCOUNT FOR FLUCTUATIONS IN PROGRAM SIZE AND MIX OF PROJECTS. ALL MILITARY DESIGN WORK IS INCLUDED EXCEPT FOR ENVIRONMENTAL PROJECTS AND ENGINEERING NOT RELATED TO CONSTRUCTION (ENRC). THE GOAL IS TO DESIGN 25% OF THE TOTAL MILITARY WORKLOAD WITH IN-HOUSE RESOURCES.	NUMERATOR: THE TOTAL PROGRAM AMOUNT OF PROJECTS REPORTED AS BEING DESIGNED IN-HOUSE ("DESIGN BY CODE" IS HL)  DENOMINATOR: THE TOTAL PROGRAM AMOUNT OF THE MILITARY DESIGN WORKLOAD FOR ALL PROJECTS EXCEPT THOSE WITH AN " AUTHORIZED PHASE CODE" OF 0-NO DESIGN AUTHORITY, 5-DEFERRED FROM PROGRAM, OR 8-PROJECT CANCELLED.	RATING CRITERIA: NOT RATED BUT DATA ARE DISPLAYED QUARTERLY.  AR 415-15
<b>MP-09 CONSTRUCTION COST GROWTH</b>  FUND TYPE GROUPS: 1-ARMY DIRECT, 2-AIR FORCE DIRECT, 3-DOD DIRECT, AND 7-DOD REIMB	CONSTRUCTION COST GROWTH EVALUATED BY CONTROLLABLE AND UNCONTROLLABLE COSTS OF MODIFICATIONS.  SOD: PROMIS (AMPRS)  VISIBILITY: MSC	TOTAL CONSTRUCTION COST GROWTH FOR A MILITARY CONSTRUCTION CONTRACT IS MADE UP OF TWO ELEMENTS, CONTROLLABLE COST GROWTH (1-ENGINEERING CHANGES;7-DIFFERING SITE CONDITIONS; Q-VARIATIONS IN ESTIMATED QUANTITIES; 8-VALUE ENGINEERING CHANGES; AND G-GOVT. FURNISHED EQUIPMENT AND UNCONTROLLABLE COST	NUMERATOR: THE SUMMATION OF THE ESTIMATED DOLLAR COST INCREASE/DECREASE OF ALL MODIFICATIONS.  DENOMINATOR: THE CONSTRUCTION CONTRACT AWARD AMOUNT PLUS MODIFICATIONS WITH REASON CODE 5-PRE-NEGOTIATED CONTRACT OPTIONS.  NUMERATOR FOR CONTROLLABLE COST GROWTH: SUMMATION OF THE ESTIMATED DOLLAR COST INCREASE/DECREASE OF ALL	RATING CRITERIA: NOT RATED BUT DATA ARE DISPLAYED QUARTERLY.  AR 415-15

**DIRECTORATE OF MILITARY PROGRAMS**

<b>Indicator</b> <b>Funds Type Groups</b> <b>Proponent</b>	<b>Indicator and Evaluation</b> <b>Visibility Level</b> <b>Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria</b> <b>Governing Regulation or Law</b>
CEMP-E		GROWTH (4-USER CHANGES; 6- INACCURATE PRICING/TAXES/USE & POSSESSION/DEFECTIVE WORK; E-WEATHER; 9-ADMIN; AND S-WORK SUSPENSION	MODIFICATIONS WITH REASON CODES 1, 7, 8, G, AND Q.  ONLY MILITARY CONTRACTS WITH AN AWARD VALUE \$200,000 OR GREATER WITH A DURATION OF 183 DAYS OR MORE WITH BOD ACTUAL OCCURRING IN A ONE YEAR ROLLING WINDOW (CURRENT QUARTE PLUS 3 PRIOR QUARTERS.	
<b>CUSTOMER SATISFACTION</b>				
<b>MP-10</b> <b>CUSTOMER SATISFACTION</b> <b>ALL MILITARY FUND TYPE GROUPS</b>  <b>CEMP-E/CEMP-M</b>	INDICATOR: NOT APPLICABLE  VISIBILITY: HQUSACE/MSC  SOD – CUSTOMER RESPONSES TO CEMP CUSTOMER SURVEY AND MSC ACTIONS	<p><i>PART I.</i> THE CORPORATE VIEW OF MILITARY CUSTOMER SATISFACTION SURVEY RESULTS. THE CMR PRESENTATION WILL CONSIST OF A SERIES OF SLIDES DEPICTING A SUMMARY REPORT OF SURVEY RESULTS AND ISSUES WHICH THE DIRECTOR DEEMS APPROPRIATE FOR DISCUSSION. FOCUS WILL BE ON KEY STRATEGIC ISSUES AS PRESENTED IN THE VISION AND STRATEGIES.</p> <p><i>PART II.</i> THE MSC SUMMARY OF RESPONSES TO SURVEY RESULTS. THE BRIEFING FORMAT WILL BE LEFT TO THE DISCRETION OF THE MSC COMMANDER BUT WILL INCLUDE OPPORTUNITIES AND ACTIONS UNDERWAY AND/OR COMPLETED TO ENHANCE CUSTOMER SATISFACTION. FOCUS WILL BE ON KEY ISSUES AND SPECIFIC ACTIONS BEING TAKEN AS A RESULT OF THE CUSTOMER RESPONSES.</p>		NOT APPLICABLE

## DIRECTORATE OF CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
<b>PROGRAMS</b>				
<b>CW-01</b> PROGRAMMING, BUDGETING AND EXECUTING CIVIL WORKS <b>TOTAL DIRECT PROGRAM</b> CECW-BD COOK/ X8576	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 95% WITH A DEVIATION OF -3%.  SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)  VISIBILITY: MSCs	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 95% WITH A DEVIATION OF -3%	ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE  AND COMPARED TO EXPENDITURE GOAL OF 95% WITH A DEVIATION OF -3%	<u>GREEN</u> : $\geq 92\%$ <u>AMBER</u> : $\geq 89\% - 92\%$ <u>RED</u> : BELOW 89%
<b>CW-02</b> PROGRAMMING, BUDGETING AND EXECUTING GENERAL INVESTIGATIONS <b>TOTAL PROGRAM</b> CECW-BD COOK/ X8576	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 95% WITH A DEVIATION OF -3%.  SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)  VISIBILITY: MSCs	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 95% WITH A DEVIATION OF -3%	ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE  AND COMPARED TO EXPENDITURE GOAL OF 95% WITH A DEVIATION OF -3%	<u>GREEN</u> : $\geq 92\%$ <u>AMBER</u> : $\geq 89\% - 92\%$ <u>RED</u> : BELOW 89%

## DIRECTORATE OF CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
<p style="text-align: center;"><b>CW-03</b> PROGRAMMING, BUDGETING AND EXECUTING <b>CONSTRUCTION, GENERAL</b> TOTAL PROGRAM CECW-BD COOK/ X8576</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 95% WITH A DEVIATION OF -3%.</p> <p>SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)</p> <p>VISIBILITY: MSCs</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 95% WITH A DEVIATION OF -3%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE GOAL OF 95% WITH A DEVIATION OF -3%</p>	<p><u>GREEN</u>: <math>\geq 92\%</math></p> <p><u>AMBER</u>: <math>\geq 89\% - 92\%</math></p> <p><u>RED</u>: BELOW 89%</p>
<p style="text-align: center;"><b>CW-04</b> PROGRAMMING, BUDGETING AND EXECUTING <b>OPERATIONS AND MAINTENANCE, GENERAL</b> TOTAL PROGRAM CECW-BD COOK/ X8576</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 96% WITH A DEVIATION OF -2%.</p> <p>SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 96% WITH A DEVIATION OF -2%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE GOAL OF 96% WITH A DEVIATION OF -2%</p>	<p><u>GREEN</u>: <math>\geq 94\%</math></p> <p><u>AMBER</u>: <math>\geq 90\% - 94\%</math></p> <p><u>RED</u>: BELOW 90%</p>

## DIRECTORATE OF CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
<p style="text-align: center;"><b>CW-05</b> PROGRAMMING, BUDGETING AND EXECUTING <b>MR&amp;T TOTAL PROGRAM</b> CECW-BD COOK/ X8576</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 95% WITH A DEVIATION OF -3%.</p> <p>SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)</p> <p>VISIBILITY: MSCs</p>	<p>ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 95% WITH A DEVIATION OF -3%</p>	<p>ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE</p> <p>AND COMPARED TO EXPENDITURE GOAL OF 95% WITH A DEVIATION OF -3%</p>	<p><u>GREEN</u>: ≥ 92%</p> <p><u>AMBER</u>: ≥ 89% - 92%</p> <p><u>RED</u>: BELOW 89%</p>
<p style="text-align: center;"><b>CW-06</b> <b>CONGRESSIONAL INTENT</b> CECW-BD COOK/ X8576</p>	<p>EXECUTION OF CONGRESSIONAL ADDS EVALUATED BY PROJECT STARTS WITHIN THE SAME APPROPRIATION YEAR</p> <p>SOD: CECW-BA SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)</p>	<p>CONGRESSIONAL ADDS ARE THOSE <u>NEW</u> UNBUDGETED PROJECTS ADDED IN THE LEGISLATION &amp; APPROVED FOR EXECUTION. DO NOT INCLUDE CONTINUING PROJECTS OR THOSE ADDED IN PRIOR YEARS UNDER SAME APPROPRIATION.</p>	<p>% STARTED =</p> <p>ADDS (SCHEDULED &amp; STARTED) DIVIDED BY TOTAL NEW START CONGRESSIONAL ADDS</p>	<p><u>GREEN</u>: 100% SCHEDULED AND STARTED WITHIN THE YEAR ADDED.</p> <p><u>AMBER</u>: ≥ 90% - 99%</p> <p><u>RED</u>: BELOW 90%</p>

## DIRECTORATE OF CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
<b>PLANNING</b>				
<p><b>CW-07</b> GENERAL INVESTIGATIONS (GI) STUDIES (RECONS) CECW-PM SMITH/ X1976</p>	<p>RECONNAISSANCE REPORTS EVALUATED BY COMPLETIONS ON SCHEDULE AND WITHIN TIME LIMITS (12-18 MONTHS FOR REGULAR AND 6-9 MONTHS FOR EXPEDITED REPORTS)</p> <p>SOD: REPORTED COMPLETIONS IN GI DATABASE AND STUDY SCHEDULES CONTAINED IN FY 98 JUSTIFICATIONS</p> <p>VISIBILITY: MSCs</p>	<p>A RECON REPORT IS COMPLETE WHEN THE DISTRICT SIGNS THE REPORT OR 905B ANALYSIS TO THE DIVISION FOR REVIEW OR WHEN THE STUDY IS TERMINATED</p>	<p style="text-align: center;">% COMPLETE =</p> <p style="text-align: center;">RECONNAISSANCE STUDY REPORTS COMPLETED DIVIDED BY REPORTS SCHEDULED</p>	<p><u>GREEN</u>: ≥90% SCHEDULED REPORTS ARE COMPLETED.</p> <p><u>AMBER</u>: THE SCHEDULED REPORTS COMPLETED ARE ≥ 80% &amp; &lt; 90%.</p> <p><u>RED</u>: &lt; 80% OF SCHEDULED REPORTS ARE COMPLETED.</p>
<p><b>CW-08</b> GENERAL INVESTIGATIONS (GI) STUDIES (FEASIBILITIES) CECW-PM SMITH/ X1976</p>	<p>FEASIBILITY STUDY COMPLETIONS EVALUATED BY COMPLETIONS ON SCHEDULE; AVG TIME TO COMPLETE TRACKED VS. REGULATORY GUIDANCE (48 MONTHS)</p> <p>SOD: REPORTED COMPLETIONS IN GI DATABASE AND STUDY SCHEDULES IN FY 98 JUSTIFICATIONS</p> <p>VISIBILITY: MSCs</p>	<p>A STUDY IS CONSIDERED COMPLETE WHEN THE DIVISION ENGINEER'S REPORT IS ISSUED OR WHEN THE STUDY IS TERMINATED</p>	<p style="text-align: center;">% COMPLETE =</p> <p style="text-align: center;">FEASIBILITY REPORTS COMPLETED DIVIDED BY REPORTS COMPLETED</p>	<p><u>GREEN</u>: ≥80% OF SCHEDULED REPORTS ARE COMPLETED;</p> <p><u>AMBER</u>: &lt; 80% OF SCHEDULED REPORTS ARE COMPLETED BUT FORECAST THAT 80% COMPLETED BY YEAR-END</p> <p><u>RED</u>: &lt; 80% COMPLETED.</p>
<p><b>CW-09</b> CONTINUING AUTHORITIES PROGRAM CECW-PM SMITH/ X1976</p>	<p>CAP CONSTRUCTION STARTS EVALUATED BY NUMBER OF STARTS MADE FOR PROJECTS WITH BASELINE AWARDS SCHEDULED.</p> <p>SOD: CAP DATABASE VISIBILITY: MSCs</p>	<p>A PROJECT IS CONSIDERED STARTED ON THE DATE OF THE INITIAL FUNDING FOR CONSTRUCTION. DECOMMITTED PROJECTS ARE REMOVED FROM SCHEDULE.</p>	<p style="text-align: center;">% STARTED =</p> <p style="text-align: center;"># STARTED (end of quarter) DIVIDED BY # SCHEDULED (end of quarter)</p>	<p><u>GREEN</u>: START ≥80% OF SCHEDULED CONSTRUCTION CONTRACTS;</p> <p><u>AMBER</u>: &lt; 80% OF SCHEDULED CONSTRUCTION CONTRACTS STARTED BUT FORECAST ≥ 80% BY YEAR-END;</p> <p><u>RED</u>: &lt;80% STARTED.</p>

## DIRECTORATE OF CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
<b>ENGINEERING</b>				
<b>CW-10 CONTRACTING- PLANNING</b> (PRIVATE SECTOR) CECW-EP PEARRE/ X4531	PRIVATE SECTOR CONTRACTING PERCENTAGE.  SOD: DISTRICT AND MSC QUARTERLY REPORTS - F&A DATABASE.  VISIBILITY: DISTRICTS AND MSCs	PRIVATE SECTOR CONTRACT PAYMENTS COMPARED TO TOTAL ESTIMATED PLANNING COSTS	QUARTERLY: DIVISION PERCENTAGE CONTRACTING = AE AND SERVICE CONTRACTS ACTUALS TO DATE DIVIDED BY TOTAL IN HOUSE AND CONTRACT PLANNING YEAR-END ESTIMATE  YEAR END: DIVISION PERCENTAGE CONTRACTING = AE AND SERVICE CONTRACTS ACTUALS DIVIDED BY TOTAL IN HOUSE AND CONTRACT PLANNING ACTUAL COSTS	<u>GREEN</u> : MEETS OR EXCEEDS THE QUARTERLY GOAL  <u>AMBER</u> : LESS THAN 2% UNDER THE QUARTERLY GOAL  <u>RED</u> : QUARTERLY - MORE THAN 2% UNDER THE QUARTERLY GOAL  YEAR END - DOES NOT MEET THE GOAL
<b>CW-11 CONTRACTING- ENGINEERING</b> (PRIVATE SECTOR) CECW-EP PEARRE/ X4531	PRIVATE SECTOR CONTRACTING PERCENTAGE.  SOD: DISTRICT AND MSC QUARTERLY REPORTS - F&A DATABASE.  VISIBILITY: DISTRICTS AND MSCs	PRIVATE SECTOR CONTRACT PAYMENTS COMPARED TO TOTAL ESTIMATED ENGINEERING COSTS	QUARTERLY: DIVISION PERCENTAGE CONTRACTING = AE AND SERVICE CONTRACTS ACTUALS TO DATE DIVIDED BY TOTAL IN HOUSE AND CONTRACT ENGINEERING YEAR-END ESTIMATE  YEAR END: DIVISION PERCENTAGE CONTRACTING = AE AND SERVICE CONTRACTS ACTUALS DIVIDED BY TOTAL IN HOUSE AND CONTRACT ENGINEERING ACTUAL COSTS	<u>GREEN</u> : MEETS OR EXCEEDS THE QUARTERLY GOAL  <u>AMBER</u> : LESS THAN 2% UNDER THE QUARTERLY GOAL  <u>RED</u> : QUARTERLY - MORE THAN 2% UNDER THE QUARTERLY GOAL  YEAR END - DOES NOT MEET THE GOAL
<b>CW-12 AWARD OF CONSTRUCTION CONTRACTS</b> CECW-EP BICKLEY/ X8892	CONSTRUCTION CONTRACT AWARDS WITH ECC OVER \$1M (CG & MRT) EVALUATED BY ACTUAL AWARDS VS. SCHEDULED  SOD: PRISM (PB-2A REPORT)AND MSC QTRLY REPORT. VISIBILITY: MSCs	AWARD OF CONSTRUCTION GENERAL (CG) & MR&T CONSTRUCTION CONTRACTS OVER \$1MILLION.	% OF CONTRACTS AWARDED =  $\frac{\# \text{ CONTRACTS AWARDED}}{\# \text{ SCHEDULED AWARDS}} * 100$	<u>GREEN</u> : $\geq 90\%$  <u>AMBER</u> : $< 90\%$ AND $> 85\%$  <u>RED</u> : $< 85\%$

## DIRECTORATE OF CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
<p style="text-align: center;"><b>CW-13 DESIGN COMPLETIONS</b> CECW-EP BICKLEY/ X8892</p>	<p>DESIGN COMPLETIONS WITH ESTIMATED CONSTRUCTION COSTS (ECC) OVER \$1M (CG &amp; MR&amp;T) EVALUATED BY ACTUAL COMPLETIONS VS. SCHEDULED.</p> <p>SOD: MSC QTRLY REPORT. VISIBILITY: MSCs</p>	<p>DESIGN COMPLETION FOR CONSTRUCTION GENERAL (CG) AND MISSISSIPPI RIVER AND TRIBUTARIES (MR&amp;T) CONSTRUCTION CONTRACTS OVER \$1 MILLION.</p>	<p style="text-align: center;">% OF DESIGNS COMPLETED =</p> <p style="text-align: center;"># DESIGNS COMPLETED DIVIDED BY * 100 # DESIGNS SCHEDULED</p>	<p><u>GREEN</u>: ≥ 90%</p> <p><u>AMBER</u>: &lt; 90% AND &gt; 85%</p> <p><u>RED</u>: &lt; 85%</p>
<b>POLICY</b>				
<p style="text-align: center;"><b>CW-14 PROJECT COOPERATION AGREEMENTS</b> CECW-AR SCOTT/ 703-428-8373</p>	<p>PROJECT COOPERATION AGREEMENTS (PCAs) EVALUATED BY ACTUAL VS SCHEDULED</p> <p>SOD: MSC SCHEDULES AND EXECUTED PCA DATA FROM CECW-AR</p> <p>VISIBILITY: MSCs</p>	<p>PROJECT COOPERATION AGREEMENTS EXECUTED AS A PERCENTAGE OF PCAs SCHEDULED FOR EXECUTION BY THE MSCs</p>	<p style="text-align: center;">% EXECUTED</p> <p style="text-align: center;"># PCAs EXECUTED DIVIDED BY # PCAs SCHEDULED</p>	<p><u>GREEN</u>: ≥ 90%</p> <p><u>AMBER</u>: ≥ 80% &amp; &lt; 90%</p> <p><u>RED</u>: &lt; 80%</p>

**DIRECTORATE OF REAL ESTATE**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Source of Data Visibility Level</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria &amp; Governing Regulation or Law</b>
<i>Acquisition</i>				
RE01 Reserves Leasing Program CERE-AM Smith 202-761-1706	Reserve facilities leasing actions evaluated as a percentage of actual lease renewals compared to scheduled leasing actions. SOD: RFMIS. VISIBILITY: Districts	Renewals of existing leases for Army Reserve facilities.	Reserve Facilities Leases = $\frac{\text{Actual Renewals}}{\text{Planned Renewals}} \times 100\%$	Rating Criteria: <u>GREEN</u> : > 95% completion <u>AMBER</u> : > 89% and < 95% completion. <u>RED</u> : < 89% completion.
RE02 Recruiting Facilities Program CERE-AM Butler 202-761-1707	Recruiting facilities leasing actions evaluated as a percentage of actual leases completed compared to scheduled leasing actions. SOD: RFMIS VISIBILITY: Districts	Existing (forced relocations, lease renewals), maintenance (relocations, new offices, expansions, upgrades), and reduction (office closures, reduction in space and/or cost, relocating into smaller space actions.	Recruiting Facilities Leases = $\frac{\text{Actuals}}{\text{Planned}} \times 100\%$	Rating Criteria: <u>GREEN</u> : > 95% completion. <u>AMBER</u> : > 89% and < 95% completion. <u>RED</u> : < 89% completion.
<i>Management &amp; Disposal</i>				
RE03 Out Grants: Agriculture & Grazing (AG) Leases Program CERE-MC Waldman 202-761-17455	A&G actions evaluated as a percentage of the benefits (which include offsets & cash revenue) actually provided to the government compared to expected benefits. SOD: REMIS VISIBILITY: Districts	Record of cumulative dollar Value of offsets plus & cash receipts provided to the government by the lessee for agriculture & grazing.	Program Execution = $\frac{\text{Dollars Recorded}}{\text{Planned}} \times 100\%$	Rating Criteria: <u>GREEN</u> : deviation from schedule < 89 %. <u>AMBER</u> : deviation from schedule between 75 and 89 %. <u>RED</u> : deviation from schedule > 75%.
RE04 Encroachments	Encroachment actions evaluated as a percentage resolved compared to	The cumulative number of encroachments scheduled for	Program Execution = $\frac{\text{Actual Resolved}}{\text{Planned}} \times 100\%$	Rating Criteria <u>GREEN</u> : > 89%.

**DIRECTORATE OF REAL ESTATE**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Source of Data Visibility Level</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria &amp; Governing Regulation or Law</b>
Resolution Program CERE-MC Waldman 202-761-1755	those projected for resolution. SOD: REMIS VISIBILITY: Districts	resolution in the FY.	Projected	<u>AMBER</u> : > 75 to 89%. <u>RED</u> : < 75%
<i>Homeowners Assistance</i>				
RE05 Private Sale Benefits Payment CERE-R Silver 202-761-4437	Private sale benefits evaluated by the percentage of homes on which benefits have been paid within 85 days compared to the total number of homes on which private sale benefits have been paid. SOD: HAPMIS VISIBILITY: Districts with HAP.	Benefits are paid to individuals who sell their homes to another individual at a loss. Then they apply to the government to recoup some of their loss.	Private Sale Benefits Paid = $\frac{\#Apps\ Pd\ in\ 85\ Days}{\#Of\ All\ Apps\ Paid}$	Rating Criteria: <u>GREEN</u> : > 89% Paid in 85 days. <u>AMBER</u> : > 75 to 89%. <u>RED</u> : < 75% paid in 85 days.
RE06 Government Acquisition Benefits Payment CERE-R Silver 202-761-4437	Government acquisition benefits evaluated by the percentage of applicants whose homes were purchased by the government. SOD: HAPMIS VISIBILITY: Districts With HAP.	Government acquisition occurs when the government purchases a home from an applicant who was unable to effect a private sale.	Government Acquisition Benefits = $\frac{\#Homes\ Acq\ in\ 125\ Days}{\# of\ All\ Acq\ Homes}$	Rating Criteria: <u>GREEN</u> : > 89% paid in 125 days. <u>AMBER</u> : > 75 to 89%. <u>RED</u> : < 75% paid in 125 days.

**DIRECTORATE OF RESEARCH AND DEVELOPMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
RD01 Military Direct R&D Projects	Quarterly status of each major project will be evaluated against its milestones in the science and technology object (STO) published by ASA(RDA) in the Army Science and Technology Master Plan (ASTMP).	Program scheduled milestones are listed in the science and technology objective and are updated annually during the 4th Quarter.	Each quarter DRD will review the progress against critical milestones to determine milestones that are completed, late, or missed.	<u>GREEN</u> : All project milestones are met. <u>AMBER</u> : A critical milestone will be delayed but completed within the first month of the next quarter after the initial milestones. <u>RED</u> : A critical milestone will be delayed with a potential major impact on cost and/or schedule.
RD02 Military Reimbursable R&D Projects	Quarterly status of each major project will be evaluated against its milestones in the details of investigation and products identified in the customer statements of work and approved at DRD.	Program scheduled milestones are listed in the customer statement of work and updated annually during the 4th quarter.	Each quarter DRD will review the progress against critical milestones to determine milestones that are completed, late, or missed.	<u>GREEN</u> : All project milestones are met. <u>AMBER</u> : A critical milestone will be delayed but completed within the first month of the next quarter after the initial milestones. <u>RED</u> : A critical milestone that will be delayed with a potential major impact on cost and/or schedule.
RD03 Civil Works Direct R&D Projects	Program scheduled milestones from civil works R&D are evaluated against accomplishments	<u>Program Scheduled Milestones</u> : updated annually during 1st quarter	Each quarter progress will be evaluated against each program to determine milestones that are completed, late or missed.	<u>GREEN</u> : All milestones are met. <u>AMBER</u> : A critical milestone will be delayed but completed within the first month of next quarter. <u>RED</u> : A critical milestone will be delayed with a potential major impact on overall cost and/or schedule.
RD04 Civil Works Reimbursable Projects	Progress toward milestones evaluated against customer milestone plans and reported by Corps of Engineers Division	<u>Customer Milestone Plans</u> : worked out between customer and lab, then reported quarterly by division to R&D	Each quarter progress will be evaluated against each project to determine milestones that are completed, late or missed.	<u>GREEN</u> : All project milestones are met. <u>AMBER</u> : A critical milestone will be delayed but completed within the first month of the next quarter. <u>RED</u> : A critical milestone will be delayed with a potential major impact on overall cost and/or schedule.

**DIRECTORATE OF RESOURCE MANAGEMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
<i>Finance and Accounting</i>				
Revolving Fund  RM01 Results of Operation  CERM-F	Overall ending balance of major accounts(Overhead and Shop & Facility) are targeted against an expensed based nominal balance. SOD: Statement of Results of Operations 3021 Visibility: HQ, MSCs, Districts, and Labs	NOMINAL BALANCE is a year end account balance which falls within a plus or minus of 1% of current year expenses	$X = \text{percentage the EOP balance is over or under the total expenses at the end of the reporting period.}$  $X = \text{Expense} \times 1\%$ EOP balance cannot exceed X	Goal: To achieve a zero balance in all Revolving Fund Accounts. An unacceptable balance at end of period (EOP Balance) is one that is greater than: 1st Qtr 4% 2nd Qtr 3% 3rd Qtr 2% 4th Qtr 1%
RM02 Military Accounting: Joint Reconciliation of Uncleared Problem Disbursements (PDs)  CERM-F	Net value of aged problem disbursements SOD: DFAS-Indianapolis DA01 Database  Visibility Level: Operating MSCs and FOAs with organic , functioning F&AOs (UFC is responsible for consolidated F&AO sites)	Net value of: Uncleared Transactions by Others and Interfund Bills >180 days old +Uncleared rejected Transactions for Others regardless of age	Sum of: Net Value of uncleared portion of Transactions by Others transmittal letters (TIs) and Interfund bills aged more than 180 days plus Net value of unresolved Rejected Transactions for Others	<u>GREEN</u> : Net value of PDs>180 days = 0  <u>AMBER</u> : Net value of PDs >180 days is more than 50% below Net value as of 31 Jul 98 (baseline established by ASA(FM&C))  <u>RED</u> : Net value of PDs >180 days is less than 50% below Net value as of 31 Jul 98  DFAS-IN Reg 37-1 ASA(FM&C) Joint Reconciliation Program USD(Comptroller) memo 30 Jun 95 Subject: Obligations of Amounts for Unmatched Disbursements and Negative Unliquidated Obligations

**DIRECTORATE OF RESOURCE MANAGEMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
RM03 Military Accounting: Unliquidated Obligations in Canceling Appropriations  CERM-F	Liquidation of obligations in Appropriations scheduled to cancel and close at the end of the current fiscal year. Visibility Level: Operating MSCs and Districts SOD: Final monthly PGM-918 report, Status of Approved Program - Management Report, direct and automatic	Total month-end value of unliquidated obligations (ULOs), including uncorrected status/command expenditure report (CER) errors identified in Army Management Structure Code (AMSCO) 996600, in each canceling appropriation.	Month-end values of ULOs in canceling appropriations, positive or negative, separately identified by appropriation and source of funding (direct, automatic, and funded).	<u>GREEN</u> : No ULOs in canceling appropriations <u>AMBER</u> : ULOs in canceling appropriations 1 Oct 98 - 30 Jun 99 <u>RED</u> : ULOs, including negative ULOs, in any canceling appropriation 30 Jun 99 or later No AMBER 3rd & 4th Qtr DFAS Regulation 37-1 31 USC 1551-1557
Manpower CERM-M		MANPOWER MANAGEMENT: Constructing a civilian work year plan projecting civilian work years by month throughout the Fiscal Year and managing actual civilian execution on a monthly basis within established tolerances of that plan. Initial plans are due 15 Sep 98. A revised plan may be submitted between 20 Mar – 20 Apr 99 (for use in the 3&4Qtr CMR). No other plans should reflect what you reasonably expect to utilize during the fiscal year.		
RM04 Military  CERM-M	Actual cumulative manpower FTE execution evaluated as a % variance from an approved civilian employment plan (CEP)/FTE authorized. SOD: CEP - latest HQUSACE approved plan; ACTUAL FTE - 1702 Report submissions from field activities, supported by DCSPER 322 report; AUTHORIZED FTE - latest published manpower portion of consolidated command guidance. Division Headquarters, Districts, Individual, Laboratories, Separate Offices.	CEP for a particular month/quarter shows projected civilian FTE. 1702 report shows actual FTE.	$\% \text{ Variance} = \frac{\text{YTD FTE (1702 RPT)} - \text{FTE PROJECTED (CEP)}}{\text{CEP PROJECTION}}$	Rating Criteria %s: <u>GREEN</u> : 1QTR -2 thru +2.5 2QTR -1.5 thru +2 3&4QTR -1 thru +1.5  <u>AMBER</u> : 1QTR -2.5 thru <-2 or >+2.5 thru +3.5 2QTR -2 thru <-1.5 or >+2 thru +2.5 3&4QTR -1.5 thru <-1 or >+1.5 thru +2  <u>RED</u> : 1QTR <-2.5 or >+3.5 2QTR <-2 or >+2.5 3&4QTR <-1.5 or >+2

**DIRECTORATE OF RESOURCE MANAGEMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria Governing Regulation Or Law</b>
RM05 Civil  CERM-M	Actual cumulative manpower utilization evaluated as a % variance from an approved civil work year utilization plan (CWUP). SOD: CWUP - latest HQUSACE approved plan; ACTUAL FTE UTILIZATION - SF113G report submissions from field activities; AUTHORIZED FTE - latest published manpower portion of consolidated command guidance. Division Headquarters, Districts, Individual Laboratories, Separate Activities.		$\% \text{ Variance} = \frac{(\text{YTD FTE (SF113G RPT)} - \text{YTD FTE PROJECTED (CWUP)})}{(\text{CWUP PROJECTION})}$	Rating Criteria %s: <u>GREEN:</u> 1QTR -2 thru +2.5 2QTR -1.5 thru +2 3&4QTR -1 thru +1.5  <u>AMBER:</u> 1QTR -2.5 thru <-2 or >+2.5 thru +3.5 2QTR -2 thru <-1.5 or >+2 thru +2.5 3&4QTR -1.5 thru <-1 or >+1.5 thru +2  <u>RED:</u> 1QTR <-2.5 or >+3.5 2QTR <-2 or >+2.5 3&4QTR <-1.5 or >+2
<i>Business Practices</i>				
<i>Cost of Doing Business Design</i>				
RM06 Military Design Total Labor Multiplier (TLM)  Fund Type Groups: All Military (Except HTRW)  CERM-P	Military TLM evaluated as a multiple or ratio of total costs associated with each direct labor dollar to the base pay for each direct labor dollar.  SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS) Data extracted from columns: 1, 6, 8, and 14 VISIBILITY: MSC / MIL DISTRICTS	A measure of cost efficiency and competitiveness. The TLM expresses, as a multiple, the ratio for each direct labor hour required to recoup the organization's labor costs, fringes, and overheads (Departmental and G&A). The TLM does not include direct non-labor charges. A high multiple relative to other organizations indicates excessive or non-competitive costs.	The calculation for TLM is as follows:  A. Use 1 as the base salary labor hour. Add the effective rate.  B. Multiply G&A rate by (A) above.  C. Multiply Departmental Overhead by (A) above.  D. TLM = A+B+C	1998 Design Industry Average is 2.52. Corps target will be adjusted to achieve this decrease by FY01.  Target = 2.53 <u>AMBER:</u> Actual 2.54 - 2.65 (> The Target but <5% above the target). <u>RED:</u> Actual is $\geq 2.66$ ( $\geq 5\%$ above the target).  <b>FY99-01 CODB Targets may be found in Chapter 2, Section 4.</b>

**DIRECTORATE OF RESOURCE MANAGEMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
RM07 Military Design (HTRW) TLM  CERM-P	SOD: CODB Military Matrix Report Data extracted from column 10	See Military TLM above.	See Military TLM above.	1998 Design Industry Average is 2.52. Corps target will be adjusted to achieve this decrease by FY01.  Target = 2.53  <u>AMBER</u> : Actual 2.54-2.65 (> The Target but <5% above the target).  <u>RED</u> : Actual is $\geq 2.66$ ( $\geq 5\%$ above the target).
RM08 Military Construction TLM  CERM-P	SOD: CODB Military Matrix Report Data extracted from columns: 3, 4, 9, 11, 12, 16 and 17	See Military TLM above.	See Military TLM above.	Target = 2.33  <u>AMBER</u> : Actual 2.34-2.43 (> The Target but <5% above the target).  <u>RED</u> : Actual is $\geq 2.44$ ( $\geq 5\%$ above the target).
RM09 Military Real Estate TLM  CERM-P	SOD: CODB Military Matrix Report Data extracted from columns: 5, 18, 19 and 20	See Military TLM above.	See Military TLM above.	Target = 2.40  <u>AMBER</u> : Actual 2.41-2.51 (> The Target but <5% above the target).  <u>RED</u> : Actual is $\geq 2.52$ ( $\geq 5\%$ above the target).

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**DIRECTORATE OF RESOURCE MANAGEMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
<p>RM10 Civil Design Total Labor Multiplier (TLM)  CERM-P</p>	<p>Civil design TLM evaluated as a multiple or ratio of total costs associated with each direct labor dollar to the base pay for each direct labor dollar. SOD: Cost of Doing Business (CODB) Civil Matrix Report (CEFMS) Data extracted from columns: 3, 4, 18 and 21 Operating MSCs and Districts</p>	<p>A measure of cost efficiency and competitiveness. The TLM expresses as a multiple the ratio for each direct labor hour required to recoup the organization's labor costs, fringes, and overheads (departmental and G&amp;A). TLM does not include direct non-labor charges. A high multiple relative to other organizations indicates excessive or non-competitive costs.</p> <p><b>SMALLER DISTRICTS:</b> Direct labor base ≤\$10 million</p> <p><b>MIDDLE DISTRICTS:</b> Direct labor base &gt;\$10 and &lt;\$26 million</p> <p><b>LARGER DISTRICTS:</b> Direct labor base ≥ 26 million</p>	<p>The calculation for TLM is as follows:</p> <p>A. Use 1 as the base salary labor hour. Add the effective rate.</p> <p>B. Multiply G&amp;A rate by (A) above.</p> <p>C. Multiply departmental overhead by (A) above</p> <p>D. TLM = A+B+C</p>	<p>1998 Design Industry Average is 2.52. Corps target will be adjusted to achieve this decrease by FY01.</p> <p><b>SMALLER DISTRICTS:</b> TARGET is 2.58</p> <p><u>AMBER:</u> Actual 2.59 – 2.70 (&gt;The target but &lt;5% above target)</p> <p><u>RED:</u> Actual is ≥ 2.71 (≥ 5% above target).</p> <p><b>MIDDLE DISTRICTS:</b> TARGET is 2.55</p> <p><u>AMBER:</u> Actual 2.56 – 2.67 (&gt;The target but &lt;5% above target)</p> <p><u>RED:</u> Actual is ≥ 2.68 (≥ 5% above target).</p> <p><b>LARGER DISTRICTS:</b> TARGET is 2.54</p> <p><u>AMBER:</u> Actual 2.55 – 2.66 (&gt;The target but &lt;5% above target)</p> <p><u>RED:</u> Actual is ≥ 2.67 (≥ 5% above target).</p> <p><b>FY99-01 CODB Targets may be found in Chapter 2, Section 4.</b></p>

**DIRECTORATE OF RESOURCE MANAGEMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
RM11 Civil Planning TLM  CERM-P	SOD: CODB Civil Matrix Report Data extracted from columns: 1 and 2	See Civil TLM above.	See Civil TLM above.	TARGET is 2.59  <u>AMBER</u> : Actual 2.60 - 2.71 (>The target but <5% above target)  <u>RED</u> : Actual is $\geq 2.72$ ( $\geq 5\%$ above target).
RM12 Civil Construction TLM (Except HTRW) CERM-P	SOD: CODB Civil Matrix Report Data extracted from column: 8	See Civil TLM above.	See Civil TLM above.	TARGET is 2.48  <u>AMBER</u> : Actual 2.49 - 2.59 (>The target but <5% above target)  <u>RED</u> : Actual is $\geq 2.60$ ( $\geq 5\%$ above target).
RM13 Civil Operations & Maintenance TLM  CERM-P	SOD: CODB Civil Matrix Report Data extracted from columns: 11, 12, 13, 14, 15, and 16	See Civil TLM above.	See Civil TLM above.	TARGET is 2.19  <u>AMBER</u> : Actual 2.20 - 2.29 (>The target but <5% above target)  <u>RED</u> : Actual is $\geq 2.30$ ( $\geq 5\%$ above target).

**DIRECTORATE OF RESOURCE MANAGEMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
<p>RM14 Chargeability for Military Design</p> <p>CERM-P</p>	<p>Labor charged directly to projects evaluated as a proportion of all labor costs.</p> <p>SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS) Data extracted from columns: 1, 6, 8 and 14 Operating MSCs and Districts</p>	<p>LABOR EFFICIENCY: Percent of total labor charged directly to projects and programs. The categories of work included are planning engineering and design costs. (Excluding environmental)</p>	<p>CHARGEABILITY = <u>Direct labor costs</u> (Direct labor+indirect labor+absence amount)</p> <p>NOTE: A low chargeability indicates an inefficient distribution of direct and indirect labor-too much labor is indirectly charged or workload is not sufficient to support current workforce. An excessive rate could imply there may not be sufficient administrative staff to perform mission or we are overcharging our customers for administrative tasks.</p>	<p>TARGET: 60%</p> <p><u>GREEN</u>: 59-63% (<math>\leq</math> 2% below target or &lt; 5% above target)</p> <p><u>AMBER</u>: 58%, 63-65% (&gt;2% below target and &lt;5% below target or <math>\geq</math>5% above target and &lt;10% above the target)</p> <p><u>RED</u>: <math>\leq</math> 57% or <math>\geq</math> 66% (<math>\geq</math> 5% below target or <math>\geq</math> 10% above the target).</p>
<p>RM15 Chargeability for Civil Design</p> <p>CERM-P</p>	<p>Labor charged directly to projects evaluated as a proportion of all labor costs.</p> <p>SOD: CODB Civil Matrix Report (CEFMS) Data extracted from columns: 3, 4, 18 and 21 Operating MSCs and Districts</p>	<p>LABOR EFFICIENCY: Percent of total labor charged directly to projects and programs. The categories of work included are planning engineering and design costs. (Excluding environmental)</p>	<p>CHARGEABILITY = <u>Direct labor costs</u> (Direct labor+indirect labor+absence amount)</p> <p>NOTE: A low chargeability indicates an inefficient distribution of direct and indirect labor-too much labor is indirectly charged or workload is not sufficient to support current workforce. An excessive rate could imply there may not be sufficient administrative staff to perform mission or we are overcharging our customers for administrative tasks.</p>	<p>TARGET: 60%</p> <p><u>GREEN</u>: 59-63% (<math>\leq</math> 2% below target or &lt; 5% above target)</p> <p><u>AMBER</u>: 58%, 63-65% (&gt;2% below target and &lt;5% below target or <math>\geq</math>5% above target and &lt; 10% above the target)</p> <p><u>RED</u>: <math>\leq</math> 57% or <math>\geq</math> 66% (<math>\geq</math> 5% below target or <math>\geq</math> 10% above target).</p>

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**DIRECTORATE OF RESOURCE MANAGEMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
	<i>Cost of Doing Business General &amp; Administrative Overhead</i>			
<p>RM16 Military General And Administrative (G&amp;A) Overhead</p> <p>CERM-P</p>	<p>G&amp;A overhead evaluated as a percentage of base salary dollars and fringe benefits. SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS) Operating MSCs and Districts</p>	<p>Efficiency of indirect costs for general and administrative activities. Indirect costs charged to military workload divided by base labor and fringe charged to that workload.</p> <p>SMALLER DISTRICTS: Direct labor base ≤ \$12 million</p> <p>LARGER DISTRICTS: Direct labor base &gt;\$12 million</p>	<p align="center">G&amp;A PERCENTAGE= <u>(G&amp;A Costs Charged Military Workload)</u> Base salary dollars + fringe benefits</p> <p>NOTE: Efficiency of indirect costs for general and administrative activities. If this percentage is too high, indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.</p>	<p><b>CONUS:</b> SMALLER DISTRICT: Target: 29% <b>GREEN:</b> ≤ 29-31% (≤ target and &lt;10% over the target) <b>AMBER:</b> 32-35% (≥ 10% over the target and &lt;20% over the target) <b>RED:</b> ≥ 36% (≥ 20% over the target)</p> <p>LARGER DISTRICT: Target: 27% <b>GREEN:</b> ≤ 27-29% (≤ target and &lt;10% over the target) <b>AMBER:</b> 30-31% (≥ 10% over the target and &lt;20% over the target) <b>RED:</b> ≥ 32% (≥ 20% over the target)</p> <p><b>OCONUS:</b> SMALLER DISTRICT: Target: 38% <b>GREEN:</b> ≤ 38-40% (≤ target and &lt;10% over the target) <b>AMBER:</b> 41-44% (≥ 10% over the target and &lt;20% over the target) <b>RED:</b> ≥ 45% (≥ 20% over the target)</p> <p>LARGER DISTRICT: Target: 30% <b>GREEN:</b> ≤ 30-32% (≤ target and &lt;10% over the target) <b>AMBER:</b> 33-35% (≥ 10% over the target and &lt;20% over the target) <b>RED:</b> ≥ 36% (≥ 20% over the target)</p>

**DIRECTORATE OF RESOURCE MANAGEMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
<p>RM17 Civil Works General and Administrative (G&amp;A) Overhead</p> <p>CERM-P</p>	<p>Indirect costs evaluated as a percentage of based salary dollars and fringe benefits.</p> <p>SOD: CODB Civil Matrix Report (CEFMS) Operating MSCs and Districts</p>	<p>Efficiency of indirect costs for general and administrative activities. Indirect costs charged to military workload divided by base labor and fringe charged to that workload.</p> <p>SMALLER DISTRICTS: Direct labor base ≤\$10 million</p> <p>MIDDLE DISTRICTS: Direct labor base &gt;\$10 and &lt;\$26million</p> <p>LARGER DISTRICTS: Direct labor base ≥ 26 million</p>	<p align="center">G&amp;A =</p> <p align="center"><u>(G&amp;A Costs Charged Civil Workload)</u> Base salary dollars + fringe benefits</p> <p>NOTE: If this percentage is too high indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.</p>	<p><b>CONUS:</b> SMALLER DISTRICT: Target: 36% <b>GREEN:</b> ≤ 36-39% (≤ target and &lt;10% over the target) <b>AMBER:</b> 40-42% (≥ 10% over the target and &lt; 20% over the target) <b>RED:</b> ≥ 43% (≥ 20% over the target)</p> <p>MIDDLE DISTRICT: Target: 31% <b>GREEN:</b> ≤ 31-33% (≤ target and &lt;10% over the target) <b>AMBER:</b> 34-36% (≥ 10% over the target and &lt; 20% over the target) <b>RED:</b> ≥ 37% (≥ 20% over the target)</p> <p>LARGER DISTRICT: Target: 26% <b>GREEN:</b> ≤ 26-28% (≤ target and &lt;10% over the target) <b>AMBER:</b> 29-30% (≥ 10% over the target and &lt; 20% over the target) <b>RED:</b> ≥ 31% (≥ 20% over the target)</p> <p><b>OCONUS:</b> SMALLER DISTRICT: Target: 36% <b>GREEN:</b> ≤ 36-39% (≤ target and &lt;10% over the target) <b>AMBER:</b> 40-42% (≥ 10% over the target and &lt; 20% over the target) <b>RED:</b> ≥ 43% (≥ 20% over the target)</p>

**DIRECTORATE OF RESOURCE MANAGEMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
	Cost of Doing Business S&A			
RM18/RM19 Supervision and Administration (MILCON) and (O&M)  Fund Type Groups: All Military  CERM-P	Management of S&A costs evaluated by rates based on actual placement. Expenses and income, MILCON and OMA rates are established by MSC & Suballocated to Districts.  SOD: SA95 Report (CEFMS)  Visibility: Military and Environmental Districts	MILCON (RM18) and O&M (RM19) actual placement and expenses are totalled for the current fiscal year. Actual S&A rates are equal to actual expenses divided by actual placement. The scheduled rate is based on expense and placement projections of the districts.	The S&A rate is equal to the expenses divided by the placement for the current year.	<u>GREEN</u> : Actual S&A rate is equal to or less than original ceiling.  <u>AMBER</u> : Actual S&A rate exceeds schedule rate by 1% or exceeds original ceiling but not revised year-end ceilings.  <u>RED</u> : Actual S&A rate exceeds schedule by more than 1% or does not meet revised year- end ceilings.  ER 415-1-16
RM20 S&A Gains And Losses  CERM-P	Solvency of the RF S&A accounts are impacted by the gains and losses generated by each MSC.  SOD: SA95 Report (CEFMS) 3021 Report (RF Results of Operations) (CEFMS)	Actual gain (losses) are equal to income minus expense. Scheduled income is calculated by multiplying scheduled placement times applicable flat rate.	$\text{Current FY Gains or Losses} = \text{Current FY Income} - \text{Current FY Expenses}$	<u>GREEN</u> : Actual gain is greater than or actual loss is less than original MSC commitment.  <u>AMBER</u> : MSC missed commitment by $\leq 3\%$ of expenses  <u>RED</u> : MSC missed by $> 3\%$ of expenses
RM21 S&A Leakage  CERM-P	Collection of all earned income is required.  SOD: SA95 Report (CEFMS) Total OLI Leakage	S&A MILCON and OMA Leakage: Difference between expected and actual income.	$\text{Leakage} = \text{Expected Income} - \text{Actual Income}$  (Expected Income = Placement x S&A Rate)	<u>GREEN</u> : Leakage less than \$25K per district <u>AMBER</u> : \$26K thru \$99K per district <u>RED</u> : Greater than \$100K per district  "Overall division rating is based on average district performance (total leakage divided by number of military districts).

**DIRECTORATE OF RESOURCE MANAGEMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation(s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
RM22 Budget Execution: Direct OMA  CERM-B	Current Year Obligations Incurred Visibility: MSCs and Direct OMA- Funded FOA  SOD: PGM 918 and FADs Issued via PBAS	Reflects obligational progress in accordance with planned progress by FY quarter (cumulative).	Actual obligations incurred by end of quarter (cumulative), divided by total allotment issued by end of quarter (cumulative)	<u>GREEN</u> : ≥ 95%  <u>AMBER</u> : 85 thru 94%  <u>RED</u> : < 85%

**DIRECTORATE OF HUMAN RESOURCES**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
<p align="center">HR01 Organization Structure CEHR-E</p>	<p>Supervisory ratio is evaluated against the FY99 USACE Goal of 1:10</p> <p>SOD: DCPDS VISIBILITY: Districts</p>	<p>Ratio of supervision to non-supervisors</p>	<p>Ratio = 1 Supervisor : Number of non-supervisors divided by number of supervisors</p>	<p>Rating Criteria:</p> <p><u>GREEN</u>: Ratio =&gt;1:10. <u>AMBER</u>: Ratio =&gt;1:9.3 &lt;1:10. <u>RED</u>: Ratio &lt; 1:9.3</p>
<p align="center">HR02 Staffing</p> <p align="center">CEHR-E</p>	<p>High grade trend is evaluated by comparing GS 14-15 ceiling with actual levels</p> <p>SOD: DCPDS VISIBILITY: MSCs</p>	<p>A comparison of MSC high grade strength with HQUSACE ceilings for civil and military funded positions.</p>	<p>High grade ceiling vs high grade actual strength, calculated separately for civil funded positions and for military funded positions.</p>	<p>First, Second, and Third Quarters:</p> <p><u>GREEN</u>: At or below allocation <u>AMBER</u>: Not more than 5% over allocation. <u>RED</u>: More than 5% over .</p> <p>Fourth Quarter:</p> <p><u>GREEN</u>: At or below allocation. <u>RED</u>: Over allocation.</p>

## EQUAL EMPLOYMENT OPPORTUNITY

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

**DIRECTORATE OF INFORMATION MANAGEMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
<p align="center">IM01</p> <p>Provide a Common Working Environment</p> <p align="center">CEIM-I</p>	<p>To standardize the Corps, with the aim of reducing the cost of IT acquisitions, installation, training, and maintenance as well as to increase interoperability as Corps employees change jobs and duty locations</p> <p>Visibility: HQ, MSCs, Districts, Labs, FOAs</p> <p>SOD: Survey Instrument. Directors/Chiefs of Information Management will be asked to complete a questionnaire</p>	<p>This measurement will evaluate to what extent the Corps is using standard OA software products, E-mail systems, and LAN operating systems</p>	<p>Percentage of the organization's total annual FTE allocation using standard OA software products by category (word processing, spreadsheet, and presentation), E-mail systems, and related LAN operating system</p>	<p>Goal: To standardize the Corps, with the aim of reducing the cost of IT acquisitions, installation, training, and maintenance as well as to increase interoperability as Corps employees change jobs and duty locations</p> <p>GREEN: 90% - 100%            AMBER: 70% - 90%            RED: Less than 70%</p>
<p align="center">IM02</p> <p>Plan for the Future, not Current, Use of IT</p> <p align="center">CEIM-ZO</p>	<p>To enhance to knowledge of Corps personnel with regard to their ability to manage the acquisition and use of information technology</p> <p>Visibility: HQ, MSCs, Districts, Labs, FOAs</p> <p>SOD: DA Form 1556. Directors/Chiefs of Information</p>	<p>This measurement will reveal how well the Corps is educating and/or training its workforce in the knowledge required to more effectively plan, acquire, use, and management information technology to improve business processing and share information</p>	<p>Percentage of the organization's executives, managers, and IT professionals population who received training as identified by the ten IT competency categories defined by the Federal CIO Council</p>	<p>Goal: To incrementally increase, in the aggregate, over time the knowledge required to manage IT assets and make sound IT investment decisions</p> <p>GREEN: 25% of target population (i.e., executives, managers and IT professionals) 40</p>

**DIRECTORATE OF INFORMATION MANAGEMENT**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
	Management will be asked to report information			or more hours of training annually AMBER: 10% - 24% of target population (i.e., executives, managers and IT professionals) 40 or more hours of training annually RED: Less the 10% of target population (i.e., executives, managers and IT professionals) 40 or more hours of training
IM03  Plan for the Future, not Current, Use of IT  CEIM-P	To ensure the Corps has tested its information technology infrastructure components and automated information systems for Year 2000 (Y2K) compliance and has corrected or replaced non-compliant items  Visibility: HQ, MSCs, Districts, Labs, FOAs  SOD: Monthly Reports submitted by USACE Commanders	This measurement will determine the Corps progress towards achieving Y2K compliance for categories: Information Systems/Technology, Mission Infrastructure, and Intelligent Buildings (Corps owned)	Percentage compliant by MSC, Center, Lab and FOA for each category	Goal: To ensure Y2K compliance by end of calendar year 1998 IAW Army guidance  GREEN: 100% goal achieved AMBER: 70% - 99% RED: Less than 70%  For each category

**DIRECTORATE OF LOGISTICS**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
<p align="center">LD01</p> <p align="center">Annual Inventory CELD-MS</p>	<p>Annual/cyclic inventory of nonexpendable personal property evaluated by % of items inventoried.</p> <p>SOD: MSCs (APPMS) MSC, DIST, FOAs, Labs</p>		<p align="center"><i>% ITEMS INVENTORIED =</i></p> $\left( \frac{\# \text{ ITEMS INVENTORIED}}{\# \text{ ITEMS RECORDED ON PROPERTY BOOK}} \right) \times 100$	<p>Rating Criteria: <u>GREEN:</u> Assets/records 95%-100%</p> <p><u>RED:</u> 94% and below</p>
<p align="center">LD02</p> <p align="center">Motor Vehicle Management CELD-T</p>	<p>Utilization rate evaluated by: (a) the percent of available days motor vehicles are used, or (b) Number of miles driven</p>	<p>a. Average vehicles on hand multiplied by 66 minus total days in maintenance equals the total quarterly days available.</p> <p>Total days available minus days not used equals the total days utilized.</p> <p>Total days utilized divided by the total days available equals the percent utilized or UR.</p> <p align="center">OR</p> <p>b. Average mileage per vehicle driven for the quarter = total number of miles driven for the quarter divided by the average number of vehicles on hand.</p> <p>Projected miles driven for the quarter per vehicle = 2500 miles.</p> <p>Utilization Rate = average mileage per vehicle driven for the quarter divided by the projected miles driven per vehicle. (Rate reported will not exceed 100%)</p>		<p>Rating Criteria: <u>GREEN:</u> ≥ 85%</p> <p><u>RED:</u> &lt; 85%</p>

**DIRECTORATE OF LOGISTICS**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
LD03 Vehicle Cost Per Mile CELD-T	Cost Per Mile (CPM) is the operating cost spent per mile for each vehicle in the fleet for the quarter.	Cost Per Mile = total operating cost divided by total miles driven for the quarter. (CPM is compared against Large Military Fleet averages published in GSA’s Federal Motor Vehicle Fleet Report		GREEN: Meeting or less than Military CPM RED: Greater than Military CPM
LD04 Real Property Management Program - Current CELD-ZE	Current Adjusted Administrative space, owned and leased, evaluated by net sq ft/allocation SOD: MSCs (annual real property utilization survey) MSC, DIST, FOAs, Labs	<i>ADMIN SPACE UTILIZATION</i> = $\frac{\text{TOTAL NET ADMIN SPACE}}{\text{TOTAL FACILITY ALLOCATION}}$  CURRENT ADJUSTED  *Omits SF for waivers and space on military installations		Rating Criteria: <u>GREEN</u> : ≤ 162 NSF/ALLOC <u>AMBER</u> : >162 & ≤ 178 NSF/ALLOC <u>RED</u> : > 178 NSF/ALLOC

**DIRECTORATE OF LOGISTICS**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
<p align="center">LD05 Real Property Mgmt Program Plan CELD-ZE</p>	<p>Plan - Administrative space, owned &amp; leased, evaluated by space reduction according to plan:</p> <p>SOD: MSCs (Annual Real Property Utilization Survey) Dists, FOAs, Labs</p>	<p>Administrative Space Utilization Plan is the USACE approved field command plan to reduce excess space by meeting major milestones and reaching target utilization rate (162) by plan completion date.</p>		<p>Rating Criteria: Green: Approved plan meeting milestones</p> <p>Amber: Approved plan but slipping milestones with remedial plan being developed.</p> <p>Red: No Plan in place; or plan milestones slippage with no remedial action plan submitted.</p>

**SAFETY OFFICE**

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<b>Performance</b>				
SO01/SO02 Accident Prevention	Civilian Team Member Lost Time Incidents evaluated as rate.  SOD: Lost time cases: DOL, OWCP-New Case create reports. EXPOSURE: HQUSACE (CERM-U) via MSC, Districts and Lab Feeder Report	Rate reflects number of lost time injuries/illnesses per 200,000 worker hours (200,000 worker hours equals 100 worker years).	# of lost time cases multiplied by 200,000; that result divided by worker hours of exposure	Rating Criteria: <u>GREEN</u> : At or below 1.55 <u>AMBER</u> : Between 1.55 and 2.31 <u>RED</u> : At or above 2.31  (These are FY 98 Objectives. FY 99 Objectives to be issued early in FY 99.)
	Contractor Lost Workdays evaluated as a rate.  SOD: MSC and Lab Feeder Reports Divisions, Districts and Labs	Rate reflects number of lost workday injuries/illnesses per 200,000 worker hours (200,000 contractor worker hours equals 100 worker years).	# of lost time cases multiplied by 200,000; that result divided by worker hours of exposure	Rating Criteria: <u>GREEN</u> : At or below 0.84 <u>AMBER</u> : Between 0.84 and 1.95 <u>RED</u> : At or above 1.95  (These are FY 98 Objectives. FY 99 Objectives to be issued early in FY 99.)

**SMALL BUSINESS OFFICE**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
<p align="center">Small Business (SB) DB01</p>	<p>Contracts awarded to small businesses evaluated by the dollars obligated as a percentage of total contract obligations  <b>VISIBILITY:</b> MSCs, Labs &amp; FOAs  <b>SOD:</b> SAACONS</p>	<p>The term small business includes small disadvantaged business, women-owned small business and section 8(a) businesses, but does not include historically black colleges and universities/minority institutions. The size of a firm, as a small business, is defined by industry size standards.</p>	$\frac{\$ \text{ Small Business Obligations}}{\$ \text{ Total US Business Obligations}}$	<p>Rating Criteria: USACE            Goal 37.3%            Statutory goal 23%  <u>GREEN:</u> met or exceeded USACE goal  <u>AMBER:</u> met statutory goal not USACE goal  <u>RED:</u> statutory goal not met            P.L. 100-656 SEC 502 &amp; 503, P.L. 105-135</p>
<p align="center">Small Business Set Aside (SBSA) DB02</p>	<p>Contracts awarded through set aside to small businesses evaluated by the dollars obligated as a percentage of total contract obligations.  <b>VISIBILITY:</b> MSCs, Labs, &amp; FOAs  <b>SOD:</b> SAACONS</p>	<p>A set aside for small business (as previously defined) is the reserving of an acquisition exclusively for participation by small business concerns.</p>	$\frac{\$ \text{ Small Business Set-Aside Obligations}}{\$ \text{ Total US Business Obligations}}$	<p>Rating Criteria: USACE            Goal 10%  <u>GREEN:</u> met or exceeded goal  <u>RED:</u> not meeting goal            P.L. 85-536</p>

**SMALL BUSINESS OFFICE**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
<p align="center">Small Disadvantaged Business (SDB) DB03</p>	<p>Contracts awarded to small disadvantaged businesses evaluated by the dollars obligated as a percentage of total contract obligations  <b>VISIBILITY:</b> MSCs, Labs &amp; FOAs  <b>SOD:</b> SAACONS</p>	<p>A small disadvantaged business is a small business concern, including mass media, is at least 51 percent unconditionally owned by one or more individuals who are both socially and economically disadvantaged, the majority of the earnings directly accrue to such individuals, and whose management and daily business operations are controlled by one or more such individuals. This term also means a small business concern that is at least 51 percent unconditionally owned by an economically disadvantaged Indian tribe or native Hawaiian organization. Small disadvantaged business is a subset of small business. Goals and performance includes awards to section 8(a) business firms.</p>	$\frac{\$ \text{ Small Disadvantaged Business Obligations}}{\$ \text{ Total US Business Obligations}}$	<p>Rating Criteria: USACE goal 10.5%  Statutory goal 5%  <b>GREEN:</b> met or exceeded USACE goal  <b>AMBER:</b> met statutory goal not USACE goal  <b>RED:</b> statutory goal not met P.L. 100-656 SEC 502</p>
<p align="center">8(A) Awards [8(A)] DB04</p>	<p>Contracts awarded to 8(a) business firms evaluated by the dollars obligated as a</p>	<p>The 8(a) program is named for section 8(a) of the small business act from which it gets its</p>	$\frac{\$ \text{ 8(a) Business Obligations}}{\$ \text{ Total US Business}}$	<p>Rating Criteria: USACE Goal 3.5%  <b>GREEN:</b> met or exceeded</p>

**SMALL BUSINESS OFFICE**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
	percentage of total contract obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	authority. An 8(a) business firm is a small disadvantaged business, who is accepted by the small business administration.	Obligations	goal <u>RED</u> : not meeting goal P.L. 95-507
Women-owned Small Business (WOB) DB05	Contracts awarded to women-owned businesses evaluated by the dollars obligated as a percentage of total contract obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	A women-owned business is a small business that is at least 51 percent owned, controlled and operated by a woman or women who is(are) a U. S. Citizen(s). A woman-owned business is also included in small business contract obligations. For the purpose of superfund only, women-owned businesses are counted as SDB against the 8% goal.	$\frac{\$ \text{ Women-owned Small Business Obligations}}{\$ \text{ Total US Business Obligations}}$	Rating Criteria: USACE Goal 4% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 103-355

**SMALL BUSINESS OFFICE**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
Historically Black Colleges and Universities/ Minority Institutions (HBCU/MI) DB06	Contracts awarded to HBCU/MI evaluated by the dollars obligated as a percentage of total higher education institution obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	Historically black colleges and universities means institutions determined by the secretary of education to meet the requirements of 34 CFR Section 608.2. Minority institutions means institutions meeting the requirements of para (3)(4) and (5) of Section 312(b) of the Higher Education Act of 1965 (20 U.S.C. 1058).	$\frac{\$ \text{ Total HBCU/MI Obligations}}{\$ \text{ Total Education (HEI) Obligations}}$	Rating Criteria: USACE goal 9.4% Statutory goal 5% <u>GREEN</u> : met or exceeded USACE goal <u>AMBER</u> : met statutory goal not USACE goal <u>RED</u> : not meeting goal P.L. 100-180
Small Business Research and Development (SB R&D) DB07	Contracts awarded to small business evaluated by the dollars obligated as a percentage of total research and development obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	Research and development ordinarily covers basic research, exploratory development, advance development, demonstration/validation, engineering and manufacturing development, and operational system development.	$\frac{\$ \text{ Total SB R\&D Obligations}}{\$ \text{ Total R\&D Obligations}}$	Rating Criteria: USACE goal 40% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 97-219

**SMALL BUSINESS OFFICE**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
Environmental Restoration Contracts (HTRW) DB08	Prime contracts obligated plus subcontract dollars awarded to SDBs as reported by prime contractors on SF 294s evaluated as percentage of total environmental restoration contracts obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS AND SF 294s	Procurements to support activities for the evaluation and cleanup of a contaminated environment. Includes preliminary assessments, site investigations, remedial investigations, risk assessments, feasibility studies, decision documents, designs, interim actions, remedial actions, short-term operation and maintenance, and any other actions at hazardous, toxic, and radioactive waste sites.	$\frac{\$ \text{ SDB (Prime Obligation Plus Sub Awards)}}{\$ \text{ Total Environmental Restoration Obligations}}$	Rating Criteria: USACE goal 8% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 99-499
Small Business Subcontracts (SBSUB) DB09	Subcontracts awarded to small businesses evaluated as percentage of total dollars awarded by large business VISIBILITY: MSCs, Labs & FOAs SOD: SF 294s	Small Business (SB) as previously defined.	$\frac{\$ \text{ Total SB Subcontracts Awarded}}{\$ \text{ Total Subcontracts Awarded}}$	Rating Criteria: USACE goal 61.2% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 95-507

**SMALL BUSINESS OFFICE**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
<p align="center">Small Disadvantaged Business Subcontracts (SDBSUB) DB10</p>	<p>Subcontracts awarded to small disadvantaged businesses evaluated as percentage of total dollars awarded by large business VISIBILITY: MSCs, Labs &amp; FOAs SOD: SF 294s</p>	<p>Small Disadvantaged Business (SDB) as previously defined.</p>	$\frac{\$ \text{ Total SDB Subcontracts Awarded}}{\$ \text{ Total Subcontracts Awarded}}$	<p>Rating Criteria: USACE goal 9.1% <u>GREEN</u>: met or exceeded goal <u>RED</u>: not meeting goal P.L. 95-507</p>
<p align="center">Women-owned Small Business Subcontracts (WOBSUB) DB11</p>	<p>Subcontracts awarded to women-owned small businesses evaluated as percentage of total dollars awarded by large business VISIBILITY: MSCs, Labs &amp; FOAs SOD: SF 294s</p>	<p>Women-owned small business (WOB) as previously defined.</p>	$\frac{\$ \text{ Total WOB Subcontracts Awarded}}{\$ \text{ Total Subcontracts Awarded}}$	<p>Rating Criteria: USACE Goal 4.5% <u>GREEN</u>: met or exceeded goal <u>RED</u>: not meeting goal P.L. 103-355</p>
<p align="center">Subcontract Reporting (SUBRPT) DB12</p>	<p>Number of correct summary subcontract reports (SF 295) evaluated as percentage of number of reports required from all contractors</p>	<p>Summary subcontract reports (SF 295) are required under construction contracts exceeding \$1 million, and supply/service contracts exceeding \$500 thousand.</p>	$\frac{\text{Number of Correct Reports Received}}{\text{Number of Reports Required from All Contractors}}$	<p>Rating Criteria: USACE goal 100% <u>GREEN</u>: met or exceeded goal <u>RED</u>: not meeting goal P.L. 95-507</p>

**SMALL BUSINESS OFFICE**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
	VISIBILITY: MSCs, Labs & FOAs SOD: SF 295s			
Designated Industry Groups (DIGS) Construction DB13	Construction contracts awarded to small business evaluated by the dollars obligated as a percentage of total construction contract obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	Component of the small business competitiveness program that tested unrestricted competition in four designated industry groups (DIGS). Construction (excluding dredging) was one of the four industrial categories selected.	$\frac{\$ \text{ Total SB Construction Obligations}}{\$ \text{ Total Construction Obligations}}$	Rating Criteria: USACE goal 40% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 100-656 & P.L. 105-135
Designated Industry Groups (DIGS) A-E DB14	A-E contracts awarded to small business evaluated by the dollar obligated as a percentage of total A-E contract obligations VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	Component of the small business competitiveness program that tested unrestricted competition in four designated industry groups (DIGS). Architectural and engineering services (including surveying and mapping) was one of the four industrial categories selected.	$\frac{\$ \text{ Total SB A-E Obligations}}{\$ \text{ Total A-E Obligations}}$	Rating Criteria: USACE goal 35% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 100-656 & P.L. 102-366, P.L. 105-135

**SMALL BUSINESS OFFICE**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
Targeted Industry Categories (TICS) DB15	Contracts awarded to small businesses evaluated by the dollars obligated as a percentage of total contract obligations in specific TIC VISIBILITY: MSCs, Labs & FOAs SOD: SAACONS	Targeted industry categories are 10 industry categories selected by the agency which have historically demonstrated low rates of small business participation. USACE has two TICS (turbine/generators and search and navigation equipment).	$\frac{\$ \text{ Total Small Business in Specific TIC Obligations}}{\$ \text{ Total Specific TIC Obligations}}$	Rating Criteria: USACE goal 10% <u>GREEN</u> : met or exceeded Goal <u>RED</u> : Not meeting goal P.L. 101-656 & P.L. 102-366, P.L. 105-135
Dredging Small Business DB16	Contract awards to small businesses evaluated as a percentage of total dredging contract awards (excluding hopper and dustpan dredges). VISIBILITY: MSCs SOD: SAACONS	Small Business (SB) as previously defined.	$\frac{\$ \text{ Total Small Business (Dredging) Contract Obligations}}{\$ \text{ Total Dredging Contract Obligations}}$	Rating Criteria: USACE goal 20% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal P.L. 100-656 & P.L. 102-366, P.L. 105-135
Emerging Small Business (ESB) DB17	Contract awards to emerging small business evaluated as a percentage of total dredging contract awards  VISIBILITY: MSCs	Emerging small business is a small business concern whose size is no greater than 50 percent of the numerical size standard applicable to the standard	$\frac{\$ \text{ Total ESB (Dredging) Contract Obligations}}{\$ \text{ Total Dredging Contract Obligations}}$	Rating Criteria: USACE goal 5% <u>GREEN</u> : met or exceeded goal <u>RED</u> : not meeting goal  P.L. 100-656 & P.L. 102-

**SMALL BUSINESS OFFICE**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
	SOD: SAACONS	industrial classification code assigned to a contracting opportunity.		366, P.L. 105-135

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<b>1. Professionalism</b>	All District Level Semi Annual Data- Call			
CEPR-O	<b>a. Certified Level III Acquisition Supervisors/Managers Rate</b>	All 1100 series Acquisition Workforce members level III certified supervisors and managers GS-12 or above.	<u>Acquisition Workforce Level III Certified</u> = Number of all supervisors/managers Level III Certified (GS-12 or above) <u>divided</u> by total number of all GS 12 or above, 1100 series supervisors/managers in the command <u>times</u> 100%.	<u>Green:</u> ≥90% <u>Amber:</u> 89-70% <u>Red:</u> ≤69%
CEPR-O	<b>b. Certified Level II Acquisition Personnel Rate</b>	All 1100 series Acquisition Workforce members level II certified personnel GS-6 thru GS-12.	<u>Acquisition Workforce Level II Certified</u> = (Number of all Level II Certified GS-6 thru GS-12 <u>divided</u> by total number of all GS-6 thru GS-12, 1100 series personnel eligible for level II certification in the command) <u>times</u> 100%. (Note: Since 1106s have no certification requirements, they are not included in this calculation.)	<u>Green:</u> ≥90% <u>Amber:</u> 89-70% <u>Red:</u> ≤69%

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
CEPR-O	<p><b>c. 1100 &amp; 800 Series Personnel* Exceeding DAWIA Rate</b></p> <p>* USACE defines acquisition workforce as all 1102s, 1105s, 1106s, and 1103s. The 800 series USACE personnel included in the Acquisition Workforce: (1) must be involved in construction contract administration; (2) must be a construction engineer (or architect), Civil Techs or Con Reps (802/809); (3) must be an ACO or in their feeder group at the GS 13 level or below.</p>	All 1100 & 800 series acquisition work force personnel who exceed the DAWIA mandated minimum degree or education requirement of 24 semester business credit hours.	<p><u>1100 Series Personnel Exceeding DAWIA</u> = (All 1100 &amp; 800 series acquisition work force personnel who exceed the DAWIA mandated degree or 24 credit hours requirement <u>divided</u> by the total number of all 1100 &amp; 800 series acquisition work force personnel) <u>times</u> 100%</p>	<p><u>Green</u>: ≥ 40%  <u>Amber</u>: 39-20%  <u>Red</u>: ≤19%</p>

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<b>2. Processes</b> (Director of Contracting)	All District Level Semi Annual Data- Call			
CEPR-O	<b>a. Credit Card Usage Rate</b>	All credit card purchases made by all command personnel compared to all purchases made under the credit card dollar threshold limit.	<u>Credit Card Usage</u> = (Total number of bank-reported credit card transactions of the command <u>divided</u> by the number of all simplified acquisition procedures (Total number of bank-reported credit card transactions plus the number reported on DD Form 1057 block f1)) <u>times</u> 100%.	<u>Green:</u> ≥ 90% <u>Amber:</u> 89-80% <u>Red:</u> ≤79%
CEPR-O	<b>b. Ratifications</b>	All ratifications as defined in FAR and EFARS occurring within a one year period from the actual date of the CMR.	Number of reported ratifications occurring within one year as listed in EFARS 1.602-3.	<u>Green:</u> Zero (0) ratifications within the reportable period.  <u>Amber:</u> One (1) ratification within the reportable period.  <u>Red:</u> Greater than one (1) ratifications within the reportable period.



**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

<b>Functional Area and Proponent</b>	<b>Indicator and Evaluation Visibility Level Source of Data</b>	<b>Definition</b>	<b>Calculation (s)</b>	<b>Rating Criteria Governing Regulation or Law</b>
CEPR-O	<b>d. Contractor Performance Evaluation Rate</b>	All contractor performance evaluations as required by FAR 42.15 and implementing USACE regulations. Data for the calculation is obtained thru a random sample of twenty recently completed (older than 90 days) contracts consisting of all contract types (to include IDCs) is selected. The official contract file is checked for a completed and processed evaluation.	<u>Contractor Performance Evaluation Rate</u> = (Number properly completed and processed evaluations divided by 20) times 100%.	<u>Green:</u> ≥ 90% <u>Amber:</u> 75-89% <u>Red:</u> ≤74%

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
CEPR-O	<p><b>e. Contracting Office Performance</b></p> <p><b>(1) Actions per Person</b></p> <p><b>(2) Dollar Value per Action</b></p> <p><b>(3) Contracting Efficiency</b></p> <p><b>f. Contract Audit Follow-up (CAF) Rate*</b></p> <p>* Not a field reported item. This element is based upon 2d &amp;4th quarter data, presented by HQUSACE CAF AO in the following 1st &amp; 3rd quarters.</p>	<p>Actions per Person is the average number of SAACONS contract actions over \$25,000 per Acquisition Workforce Member (includes all 1100 and 800 series personnel)</p> <p>Dollar Value per Action is the value of the average contract action based on the total value of obligations over \$25,000 per Acquisition</p> <p>Contracting Efficiency is the average cost to purchase one dollar in goods or services.</p> <p>See DODD 7640.2, AFARS, and EFARS Subpart 15.890-3 and subsection therein. Calculation involves the complete, accurate, and timely submission of audit records in the semi-annual status report of specified contract Audit Reports.</p>	<p><u>Actions per Person</u> = number of SAACONS contract actions over \$25,000 divided by the total amount of Acquisition Workforce Members (all 1100 and 800 series personnel)</p> <p><u>Dollar Value per Action</u> = Total dollar value of SAACONS contract obligations over \$25,000 divided by the total number of SAACONS contract actions over \$25,000</p> <p>Total Number of Acquisition Workforce Members (includes 1100 and 0800 series) times \$25,000 divided by the total <b>value of SAACONS</b> actions over \$25,000, plus NAF actions over \$25,000.</p> <p><u>Contract Audit Follow-up Rate</u>= (Number of complete, accurate and timely CAF status records Divided by the total number of all CAF records required for submission) times 100%.</p>	<p><u>Green:</u> ≥ 15 <u>Amber:</u> 10-14 <u>Red:</u> &lt;9</p> <p><u>Green:</u> &gt; \$400,000 <u>Amber:</u> \$300,000 - \$399,999 <u>Red:</u> &lt;\$300,000</p> <p><u>Green:</u> &lt; \$.012 <u>Amber:</u> \$.013-\$.016 <u>Red:</u> &gt; \$.017</p> <p>Green: = 100% Amber: N/A Red: &lt; 100%</p>

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<b>3. Structure</b>	All District Level Semi Annual Data- Call			
CEPR-O	<b>a. 1100 Series Under Contracting</b>	In accordance with DAWIA, all 1100 series personnel are to be under the supervision and control of the Chief of Contracting.	<u>1100 Series Under Contracting</u> = (Number of 1100 Series assigned and working in the Contracting Office divided by the total number of 1100 series personnel assigned to command) times 100%.	<u>Green:</u> 100% <u>Amber:</u> 90-99% <u>Red:</u> ≤89%
CEPR-O	<b>b. Rightsize/Utilize Acquisition Work Force Rate</b>	The Rightsize/Utilize Acquisition Work Force Rate is the percentage of the Acquisition Work Force (both 800 and 1100 series) properly maintained in support of critical mission functions (Hub/Liaison) and utilized by the Command's Acquisition Work Force Manager.	<u>Maintain/Utilize Acquisition Work Force Rate</u> = (The number of Acquisition Work Force (both 800 and 1100 series) properly rightsized and utilized divided by the Total number of Acquisition Work Force) times 100%.	<u>Green:</u> ≥40% <u>Amber:</u> 20 to 39% <u>Red:</u> ≤19%

**PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING**

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
<b>4. Automation</b>	All District Level Semi Annual Data- Call			
CEPR-O	<b>a. Fielding of the Automated Standard Procurement System (SPS).</b>	<p>Fielding of the SPS Rate is the measurement of a contracting activities ability to receive, install, and operate the SPS software to improve the efficiency of contracting.</p> <p>NOTE: Minimum requirements are located on the SPS Home Page at <a href="http://www.sps.hq.dla.mil/Presentations/SPS_config/SPSCLIEN.htm">http://www.sps.hq.dla.mil/Presentations/SPS_config/SPSCLIEN.htm</a></p> <p>The minimum requirements for SPS are listed under the “Low End Commercial Workstation” column.</p>	<p><u>Fielding SPS Rate</u> = (The number of computer systems capable of operating SPS operating within the contracting office divided by the total number of computer systems operating within the contracting office) times 100%.</p>	<p><u>Green:</u> ≥ 90  <u>Amber:</u> 70-89%  <u>Red:</u> ≥69%</p>