

CERM-P

Circular  
No. 10-1-2

17 December 1998

EXPIRES 17 DECEMBER 1999  
Organization and Functions  
DIVISION AND DISTRICT OFFICES

MEMORANDUM FOR COMMANDERS/DIRECTORS, USACE COMMANDS

SUBJECT: Consolidation of USACE Resource Management Functions

1. One of my early goals for USACE headquarters was to establish a full-service Deputy Chief of Staff, Resource Management (DCSRM). Before consolidation, resource management functions were fragmented throughout this headquarters which was inefficient and diminished our ability to plan, program, budget and execute our total resources. Here at HQUSACE, we consolidated financial data collection and maintenance and oversight of corporate resources into DCSRМ. This was done to provide me with access to aggregated information on all of the Command's financial dealings. Now at headquarters, all financial data comes from DCSRМ in a coordinated and independent fashion. The Chief Financial Officers Act makes this change imperative.
2. As I announced in my 27 February 1998 memorandum, we completed Phase I of the HQUSACE Resource Management Consolidation on 23 November 1997. In that memorandum I requested that you examine your own organization with the intent of achieving similar objectives. Subsequently the Deputy Chief of Staff, Resource Management surveyed your organization in order to see how you were proceeding. He then briefed me on our corporate resource management consolidation progress. We still have some confusion on functions. We need to fix this and achieve consistent resource management consolidation throughout our organization. It makes good business sense at all levels.
3. I am attaching two sets of resource management business functions. These were functions where we found significant confusion or non-compliance with my consolidation decisions. One matrix describes field resource management functions. The other matrix describes HQUSACE resource management functions and is provided for your information. I want resource management functions consolidated throughout USACE.
4. I now have a HQUSACE DCSRМ structured to integrate all facets of USACE operations regarding resources. We need that same corporate Resource Manager at all levels. Key to making this reorganization successful is identifying and transferring the resources currently performing this work to your Resource Management organization. We need continuity, dedication, and commitment to make this work. I expect you to finalize this consolidation by the end of February 1999.

2 Encls

  
JOE N. BALLARD  
Lieutenant General, USA  
Commanding

**USACE DIVISIONS/DISTRICTS/CENTERS  
RESOURCE MANAGEMENT INTEGRATED FUNCTIONS**

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<b>Function</b>	<b>Description of Function</b>
1. Coordinates and Directs all Budget Policy & Guidance throughout the Command	Resource Management coordinates and publishes <u>all</u> budget policy and guidance. Program development and the related development and submission of the President's budget request will be accomplished by Programs Management and will be incorporated by Resource Management into command budget guidance. Resource Management is also responsible for policy, training, and administrative control of fund issues.
2. Coordinates and Directs Development of Budgets for the Command	Resource Management coordinates, directs, develops, and consolidates USACE budgets throughout the Command. (For example, Resource Management develops operating budgets, OMA budgets, and PRIP budgets). Program Directors coordinate and direct the program development and project justification with their customers.
3. Serves as the GE and OMA Appropriations Manager	The Resource Manager is the appropriations manager for GE and OMA appropriations, i.e., coordinates development of local OMA and GE budgets, provides guidance on their development and submission of the budgets.
4. Coordinates Development of Fiscal Reports & Tracks Obligation and Expenditure Plans	Resource Management consolidates and tracks the fiscal performance of obligation and expenditure plans for all operating budgets, capital investment program budgets and appropriation budgets. Resource Management also provides fiscal data to PM and other staff elements on obligations and expenditures to date, as well as providing independent analyses to Commander and staff. Official upward reports on all obligation and expenditure plans should emanate from RM.
5. Analyzes and Reports on Command-Wide Budget Execution	Resource Management analyzes and reports on fiscal execution for all operating budgets, capital investment budgets, and appropriation budgets throughout the Command. RM prepares and executes funds documents for reprogramming actions developed and justified by PM and coordinates on requests for reprogramming that are outside the District's authority. Resource Management coordinates preparation of

**USACE DIVISIONS/DISTRICTS/CENTERS  
RESOURCE MANAGEMENT INTEGRATED FUNCTIONS**

<b>Function</b>	<b>Description of Function</b>
	Command indicators. RM also performs independent analysis on Command indicators including trend analysis and upward reporting and analysis evaluations. RM is the primary reporting chain for all budget execution upward Command/performance.
6. Manages Capital Investment Programs for the Command including PRIP	Resource Management manages all capital investment programs throughout the Command, including OPA and PRIP. PM develops and justifies new items of plant and equipment required for program and project execution.
7. Responsible for Budget Policy, Billing Procedures and Rate Structure for all Revolving Fund Accounts	Resource Management is responsible and accountable for the oversight of the Revolving Fund budget formulation process and for providing sound financial advice to technical and/or shop and facility managers. RM is responsible and accountable for the actual G&A budget formulation, rate setting, day-to-day financial management of the account and the achievement of a zero balance by the end of each fiscal year. RM is also responsible for the labor effective rate and ensuring the leave liability account is fully funded. RM is responsible for cost of doing business analysis.
8. Provides Command-Wide Cost Studies and Independent Review of Economic Analysis	Resource Management is responsible for cost studies and review of economic analyses, with the exception of project specific studies and analyses that are the responsibility of the PM and technical offices.
9. Compiles and Analyzes Financial Execution Performance of Supervision & Administration (S&A)	The RM is responsible for the stewardship of the military flat rate accounts. The RM will monitor actual charges against actual placement throughout the budget year to assure that S&A ceilings and goals are not exceeded. The RM is responsible for financial reporting and analyzing fiscal data relating to scheduled and actual placement, and expenses and income. The RM is responsible for implementing internal management controls and procedures to minimize S&A leakage.

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Function	Description of Function
10. Manages all Command Manpower Models	Resource Management manages all manpower models throughout the Command, including coordinating data calls for forecasting, reviewing and analyzing data received, developing recommendations for distribution within the Command, distributing FTE allocations received, analyzing usage and making periodic adjustment of distributions made. Workload forecasting used for input into the models will be the responsibility of PM.
11. Manages all Manpower Utilization Reporting for the Command	Resource Management manages all manpower utilization reporting throughout the Command.

## HQUSACE RESOURCE MANAGEMENT INTEGRATED FUNCTIONS

Function	Description of Function
1. Coordinates and Directs all Budget Policy & Guidance throughout the Command	Resource Management coordinates and publishes USACE budget policy and guidance. Program development guidance will be developed and managed by Program Directors who will furnish it to Resource Management for incorporation by Resource Management into command budget policy and guidance. RM is also responsible for administrative control of funds issues and training.
2. Coordinates and Directs Development of Budgets for the Command	Resource Management coordinates, directs, develops, and consolidates USACE budgets throughout the Command. Program Directors coordinate and direct the program development and project justification with their customers. (For example, CW Directorate develops the justification portion of the CW budget, using its existing business process).
3. Serves as the GE and OMA Appropriations Manager	The Resource Manager is the appropriations manager for GE and OMA appropriations, e.g., coordinates development of subordinate OMA and GE budgets, provides guidance on their development and submission. The Director of CW will provide information to RM on overall ceiling targets for GE that are sustainable by the CW program.
4. Coordinates Development of Reports & Track Obligation and Expenditure Plans	Resource Management coordinates and tracks all obligation and expenditure plans for all operating budgets, capital investment program budgets and appropriation budgets (including tracking progress against execution schedules). Resource Management also provides data on obligations and expenditures to the Commander and staff. Official upward reports on all obligation and expenditures should emanate from RM.
5. Analyzes and Reports on Command-Wide Budget Execution	Resource Management analyzes and reports on budget execution for all operating budgets, capital investment budgets and appropriation budgets throughout the Command. RM is responsible for reviewing and executing reprogramming actions within USACE appropriations and for coordinating on requests for reprogramming actions that are outside the Command's authority. PM identifies reprogramming needs, develops justification materials for reprogramming actions and issues program or

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Function	Description of Function
	project-specific implementation instructions. Resource Management coordinates preparation of Command indicators. RM also performs independent analysis on Command indicators including trend analysis and upward reporting and analysis evaluations. RM should be the primary reporting chain for all upward Resource Command/performance.
6. Manages Capital Investment Programs for the Command including PRIP	All capital investment programs including OPA and PRIP are managed by Resource Management throughout the Command. PM oversees development and justification of new items of plant and equipment required for program and project execution.
7. Responsible for Budget Policy, Billing Procedures and Rate Structure for Corporate Information Support Systems. Also responsible for solvency of the Revolving Fund	Resource Management is responsible for establishing policy and procedures for setting all billing rates for the Command and for determining distribution methodologies. RM is responsible for ensuring that the Revolving Fund is properly used and managed to achieve nominal balances. Responsible for cost of doing business analysis.
8. Provides Command-Wide Cost Studies and Independent review of Economic Analysis	Resource Management is responsible for cost studies and review of economic analyses, with the exception of project specific studies and analyses that are the responsibility of the PM and technical offices.
9. Analyzes Financial Execution Performance of Supervision & Administration (S&A)	The RM is responsible for the stewardship of the military flat rate accounts during the budget preparation process, including allocation of resources to technical functional elements. The RM will monitor actual charges against actual placement throughout the budget year to assure that S&A ceilings are not exceeded. The RM is responsible for the reporting, and analyzing fiscal performance of scheduled and actual placement, expenses and income. The RM will account for customer funds and S&A cost,

**HQUSACE RESOURCE MANAGEMENT  
INTEGRATED FUNCTIONS**

<b>Function</b>	<b>Description of Function</b>
	<p>assuring S&amp;A costs are accurately costed to the projects--an integral part of the Chief Financial Officers (CFO) responsibilities. The RM is responsible for implementing internal management controls and procedures to minimize S&amp;A. Approves waivers to use of S&amp;A flat rate.</p>
<p>10. Manages Command Manpower Models</p>	<p>Resource Management manages manpower models throughout the Command, including coordinating data calls for forecasting, reviewing and analyzing data received, developing recommendations for distribution within the Command, distributing FTE allocations received, analyzing usage and making periodic adjustments of distributions. Workload forecasting and program/project-specific algorithms used for the models will be the responsibility of program managers. Recommendations for FTE distribution and redistribution are made in coordination with Program Directors.</p>
<p>11. Manages all Manpower Utilization Reporting for the Command</p>	<p>Resource Management manages all manpower utilization reporting throughout the Command.</p>