CHAPTER 2

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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 program managers, major sources of funds, estimated program, manpower allocations and high grade policy, supervision and administration rates, cost of doing business targets, command inspection schedules, 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 03 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. The data shown in this summary were extracted from the USACE Integrated Command Resource Information (ICRI) Data Tables updated by USACE program managers.

4. 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 03 President's Budget and latest revision to the POM. In most cases, unless otherwise indicated on the charts, the program amounts shown reflect only the USACE direct program. Also provided with each chart, is the program manager's assessment of the program, i.e., the direction of the program, what is included in the program, and significant events.

USACE RESOURCE MANAGEMENT PRINCIPLES

1. Application of the USACE Resource Management Principles and RM 2012 vision will improve our internal processes, complement the Project Management Business Process, and further demonstrate our commitment to operate as a "learning organization." Command Planning Group POC is L. Leonard Wolner, CEPG-R, 202-761-0307. Resource Management POC is Jerry Zuppe, CERM-P, 202-761-1432.

GENERAL REMARKS (CONT'D)

2. The USACE Resource Committee, under the charter to propose new processes for obtaining and allocating resources for strategic purposes, developed the Resource Management Principles during FY 02. These principles, endorsed by the Issues Management Board and approved by the Command Council, are intended to remind and guide all levels of the organization to carefully consider resource implications through every stage of an initiative, program or project. The principles are consistent with existing USACE RM Operating Principles and associated laws and regulations.

USACE RESOURCE MANAGEMENT PRINCIPLES

1. INTIATIVE/PROGRAM FORMULATION	• Calculate Impacts on Districts • Determine Total Life Cycle Cost; provide funding & acquisition strategy • Periodically review initiatives for compliance with baseline parameters
2. EXECUTION	• Issue funds to field ASAP • Involve field in decisions affecting the field—initiatives & programs
3. REPORTING	• Get formats up front • Review existing reports for relevancy—delete where needed • Eliminate duplication
4. ALLOCATION RULES	• Allocate resources IAW w/Commanders intent • Adhere to laws & regulations to promote accountability & good stewardship
5. BUSINESS PRACTICES	• Identify & use best business practices • Maximize decentralized control of resources
6. MEASUREMENT	• Link formulation, execution with meaningful reporting measures
7. STRATEGIC INITIATIVES	• Allocate a % of funds for strategic initiatives start-up • Plan and Program strategic initiatives
8. UNEXPECTED	• Employ Commanders Reserve for out of cycle requirements

FY 04 CONSOLIDATED COMMAND GUIDANCE

USACE PROGRAM SUMMARY (DIRECT + REIMB)
FY 04-06 ESTIMATED PROGRAM ($ MILLIONS)
SOURCE: JUNE 2003 ICRI TABLES

USACE	FY 04	FY 05	FY 06
Military Programs	8,128	9,189	9,189
Civil Works	5,383	5,388	5,388
Total	13,511	14,577	14,577

Military Programs	FY 04	FY 05	FY 06
Army, Construction	2,428	3,249	3,249
Air Force, Construction	1,121	1,785	1,785
DoD	1,326	853	853
Environmental (DERP/BRAC)	675	671	671
Engineering & Design	670	729	729
Real Estate	269	268	268
RDT&E	291	300	300
Host Nation/FMS	1,119	1,105	1,105
Other (e.g., ED&M)	229	229	229

Civil Works	FY 04	FY 05	FY 06
General Investigations	100	100	100
Construction General	1,350	1,350	1,350
Operations & Maintenance	1,939	1,939	1,939
Flood Control, MR&T	280	280	280
General Expense	171	171	171
Other Direct (Regulatory Prgm, FUSRAP, Non-Fed)	849	849	849
SFO Environmental	298	298	298
SFO All Other	396	401	401

PROGRAM MANAGERS AND DOCUMENTATION

PROGRAMS MANAGEMENT DIVISION - CEMP-M
TYLER, J. JOSEPH - Chief, 761-8656
ARMY & AIR FORCE BRANCH - CEMP-MA
STICKLEY, HOWARD - Chief, 761-1995
DEFENSE/SUPPORT FOR OTHERS BRANCH - CEMP-MD
VACANT- Chief,
PROGRAMS INTEGRATION & BUSINESS PROCESS BRANCH
PINOL, PHIL – Chief, 761-1321
ENVIRONMENTAL DIVISION - CEMP-R
RIVERS, PATRICIA - Chief, 761-0858
POLICY AND REQUIREMENTS BRANCH - CEMP-RA
GREGG, KEN – Chief, 761-1177
FORMERLY USED DEFENSE SITES BRANCH - CEMP-RF
LUBBERT, BOB - Chief, 761-4950
ENVIRONMENTAL SUPPORT BRANCH – CEMP-RI
DOUCHAND, LARRY - Chief, 761-8880
INTERGOVERNMENTAL AND SUPERFUND SUPPORT BRANCH - CEMP-RS
HUSTON, KIP - Chief, 761-8100
INSTALLATION SUPPORT DIVISION - CEMP-I
ALLAMAN, KRISTINE L. - Chief, 761-5763
PLANNING BRANCH - CEMP-IP
LOVO, JIM – ACTING CHIEF, 761-0052
INSTALLATION SUPPORT POLICY BRANCH - CEMP-IO
LOVO, JIM – CHIEF, 761-0052
INTERAGENCY & INTERNATIONAL SERVICES DIVISION – CEMP-N
LAKEETA, ANTHONY, Chief, 761-5644
INTERAGENCY AFFAIRS BRANCH – CEMP-ND
KISICKI, DONALD - Chief, 761-4273
INTERNATIONAL AFFAIRS BRANCH – CEMP-NI
JACKSON, DALE – Chief – 761-1122

MILITARY PROGRAMS

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

MSC	FY 04	FY 05	FY 06
HNC	119,815	81,886	68,931
LRD	151,380	96,343	163,707
NAD	263,000	531,291	601,767
NWD	136,600	178,020	240,816
POD	520,000	887,535	453,350
SAD	244,050	255,466	339,792
SPD	52,300	94,100	101,506
SWD	178,273	208,609	187,266
TAC	0	0	0
TOTAL	1,665,418	2,333,250	2,157,135

Program Managers Assessment: FY 04 - FY 06

Program figures reflect FY 04 Amended Budget Submission. **MCA** - Program averages $1.5B to $1.8B. Slight dip in FY 04 due to unknown stationing issues in Europe and Korea. **AFH** - Program drops to $258M in FY 04 due to unknown stationing issues in Europe and Korea. Program doubles in FY 05/06. **MCAR** - Program shows a continual growth from $58M in FY 04 to $82M in FY 06. **MCDA** - Program continues to wind down.

MILITARY PROGRAMS

CONSTRUCTION, AIR FORCE (CEMP-MA)
TOTAL PROGRAM (FUNDS AVAILABLE)
($000)

MSC	FY 04	FY 05	FY 06
HNC	0	0	0
LRD	12,400	20,900	105,648
NAD	100,802	19,284	105,947
NWD	146,344	135,914	306,757
POD	130,147	45,247	165,873
SAD	99,875	53,136	232,745
SPD	97,332	84,104	206,400
SWD	128,612	135,865	248,250
TAC	0	0	0
TOTAL	715,512	494,450	1,371,620

Program Managers Assessment: FY 04 - FY 06

The Corps of Engineers is responsible for design and construction of approximately 85 percent of the annual Military Construction Air Force (MCAF) program. The Corps is responsible for a portion of the Air Force Reserve MILCON Program (MAFR), which is included in the above projections. The average for FY 04-06 is approximately $50 million annually. Also include in the above projections is the Family Housing Air Force (FHAF) which is approximately $150 million in FY 04, $152 million in FY 05 and $111 million in FY 06.

MILITARY PROGRAMS

CONSTRUCTION, DoD AND OTHER (CEMP-MD)
TOTAL PROGRAM (FUNDS AVAILABLE)
($000)

MSC	FY 04	FY 05	FY 06
HNC	0	0	0
LRD	7,800	29,021	45,302
NAD	295,606	274,321	147,322
NWD	43,000	63,300	0
POD	506,700	17,281	51,568
SAD	54,800	81,246	96,800
SPD	12,800	14,600	16,400
SWD	4,688	16,800	0
TAC	179,580	174,780	150,000
TOTAL	1,104,974	671,349	507,392

Program Managers Assessment: FY 04 - FY 06

Some of the DoD & Support for Others components are listed below:

Program	FY 04	FY 05	FY 06
DoDM	$113,500	$139,800	$185,563
DLA	$119,688	$62,921	$43,437
DCPS	$150,000	$75,000	$0
FMS	$194,500	$200,000	$150,000
DoDS	$41,106	$32,548	$49,492

Program figures derived from POM, customer input and PM best estimates.

MILITARY PROGRAMS

INSTALLATION SUPPORT PROGRAM (DIRECT)
TOTAL PROGRAM (FUNDS AVAILABLE)
SRM SUPPORT TO DIRECTORATES OF PUBLIC WORKS
($000)

MSC	FTEs	FY04	FY05	FY06
LRD	4	608	577	577
NAD	8	1,505	1,426	1,426
NWD	8	1,177	1,115	1,115
POD	8	1,172	1,110	1,110
SAD	8	1,300	1,232	1,232
SPD	4	750	711	711
SWD	8	1,064	1,008	1,008
TAC	2	230	218	218
HQ IS	0	235	222	222
TOTAL	50	8,041	7,619	7,619

Program Manager's Assessment: FY 04 - FY 06

1. For planning purposes, based on past history and some potential USACE must fund E3RE requirements in FY 04, you can anticipate receiving up to 3% reduction in funds for FY 04.

2. The USACE Installation Support Program is an integrated mix of direct and reimbursable funds. MSCs have the responsibility to build an integrated program providing both regional and customer specific support, using both direct and reimbursable funds.

3. A decision matrix for Resource Allocation was used. Smoothing factors were used so no MSC took more than a +/- 10% change. This matrix evaluates each MSC on the following criteria from the installations in the MSC's AO: # of primary installations, # of total square feet, # of total acres, Military population served, # of PPPs, PSPs and IBCTs in each AO. Subjective factors were used for IMA Region Liaison positions ($40K/liaison) and stationing of FTEs OCONUS ($105K split between POD & NAD).

MILITARY PROGRAMS

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

MSC	**FY 04** DIR / REIMB	**FY 05** DIR / REIMB	**FY 06** DIR / REIMB
HNC	0.5/0	0.5/0	0.5/0
LRD	1.3/22.8	1.3/22.8	1.3/22.8
NAD	2.2/39.9	2.2/39.9	2.2/39.9
NWD	5.0/37.0	5.0/37.0	5.0/37.0
POD	0.4/9.6	0.4/9.6	0.4/9.6
SAD	1.5/43.5	1.5/43.5	1.5/43.5
SPD	2.0/28.0	2.0/28.0	2.0/28.0
SWD	0.8/14.2	0.8/14.2	0.8/14.2
DSMOA-STATES	5.0/0.0	5.0/0.0	5.0/0.0
HQ	1.3/0.0	1.3/0.0	1.3/0.0
TOTAL	20.0/195.0	20.0/195.0	20.0/195.0

Program Managers Assessment: FY 04 - FY 06

Funding for the Environmental Restoration, Army (ER,A) Program should remain stable. The above are estimates. The MSC estimates for any fiscal year are NOT known until Nov of the FY, and the total actual program is not known until 30 Sep of that FY. The change-over to TIM may effect a change in our level of funding as well as our method of funding (Dir v Reimb).

MILITARY PROGRAMS

OMA DERP – FUDS (DIRECT) (CEMP-RF)
TOTAL PROGRAM (FUNDS AVAILABLE)
($000)

MSC	FY 04	FY 05	FY 06
HNC	4,260	4,300	4,360
LRD	15,777	14,952	16,460
NAD	27,123	28,203	29,514
NWD	41,886	44,686	48,000
POD	26,314	27,185	28,178
SAD	15,535	16,368	17,299
SPD	29,133	30,272	27,449
SWD	16,584	17,052	17,166
DSMOA-STATES	6,999	6,927	6,856
HQ	19,010	17,570	17,240
HQDA	10,000	10,000	10,000
TOTAL	212,619	217,516	222,522

Program Managers Assessment: FY 04 - FY 06

MILITARY PROGRAMS

BRAC – ER (DIRECT) (CEMP-RI)
TOTAL PROGRAM (FUNDS AVAILABLE)
($000)

MSC	FY 04	FY 05	FY 06
HNC	-	-	-
LRD	2,000	3,000	2,000
NAD	8,000	6,000	5,000
NWD	4,000	2,500	2,000
POD	-	-	-
SAD	12,000	13,000	9,000
SPD	9,000	10,000	8,000
SWD	7,000	5,000	4,000
DSMOA-STATES	-	-	-
HQ	2,400	2,400	2,400
TOTAL	44,400	41,900	32,400

Program Managers Assessment: FY 04 - FY 06

Only direct BRAC-ER is shown in the above chart since reimbursable funding to specific divisions cannot be predicted accurately.

MILITARY PROGRAMS

EQ PROGRAM (REIMB) (CEMP-RI)
TOTAL PROGRAM (FUNDS AVAILABLE)
($M)

MSC	FY 04	FY 05	FY 06
HNC	2	2	2
LRD	10	9	9
NAD	12	11	11
NWD	35	34	32
POD	35	34	32
SAD	16	15	14
SPD	39	37	36
SWD	47	45	43
TAW	0	0	0
HQ	0	0	0
TOTAL	195	187	179

Program Managers Assessment: FY 04 - FY 06

Funding for the Environmental Quality Program will gradually decline as the total Army Environmental Program is reduced. The above projections are estimates. We do not receive an obligation plan for the EQ work. The USACE will execute work based on the dollar value of the work as the MIPR arrives from the customer.

MILITARY PROGRAMS

OMA DERP - OTHER DoD (REIMB) (CEMP-RI)
TOTAL PROGRAM (FUNDS AVAILABLE)
($M)

MSC	FY 04	FY 05	FY 06
HNC	7	5	5
LRD	0	0	0
NAD	0	0	0
NWD	12	11	11
POD	0	0	0
SAD	2	2	2
SPD	2	2	2
SWD	0	0	0
DSMOA	0	0	0
HQ	0	0	0
TOTAL	23	20	20

Program Managers Assessment: FY 04 - FY 06

Funding for the WFO – Other DoD (Reimb) shows a decline. The above are estimates. The funds are from AFRPA (BRAC-ER), DLA-ER, & DLA-BRAC. We do not receive an obligation plan for this work. The HQ no longer tracks Air Force active sites restoration ER,AF because we no longer receive M&S from HQAF.

PROGRAM MANAGERS AND DOCUMENTATION

1. General Investigations:
   Program Manager: Wanda Cook, CECW-BW, 202-761-5853

2. Construction, General:
   Program Manager: Leonard Henry, CECW-BE, 202-761-5856

3. Operation & Maintenance, General:
   Program Manager: Joseph Bittner, CECW-BC, 202-761-4130

4. Flood Control, Mississippi River and Tributaries:
   Program Manager: Kyle Jones, CECW-BC, 202-761-4105

5. General Expenses:
   Program Manager: Judy Champion, CERM-B, 202-761-1820
   Appropriation Account Manager: John Micik, CECW-BA, 202-761-4114

6. Regulatory Program:
   Program Manager: Mark Sudol, CECW-OR, 202-761-4750
   Appropriation Account Manager: John Micik, CECW-BA, 202-761-4114

7. Flood Control & Coastal Emergencies:
   Program Manager: Bill Irwin, CECW-HS, 202-761-4603
   Appropriation Account Manager: John Micik, CECW-BA, 202-761-4114

8. Formerly Utilized Sites Remedial Action Program (FUSRAP):
   Program Manager: Sharon Wagner, CECW-BD, 202-761-4113

9. Coastal Wetlands Restoration Trust Fund:
   Program Manager: Bruce Heide, CECW-BC, 202-761-4155
   Appropriation Account Manager: Mark Guest, CERM-BE, 202-761-0067

10. Support for Others - Reimbursable Funding:
    Program Manager: Al Bertini, CEMP-NE, 202-761-4271

11. Project Cooperation Agreements (PCAs):
    Program Manager: Doug Lamont, CECW-PC, 202-761-7664

CIVIL WORKS

GENERAL EXPENSES
($000)

MSC	FY 04	FY 05	FY 06
LRD	10,464	11,088	N/A
MVD	9,848	10,435	N/A
NAD	9,446	10,009	N/A
NWD	9,316	9,871	N/A
POD	3,126	3,312	N/A
SAD	10,143	10,747	N/A
SPD	9,872	10,460	N/A
SWD	8,287	8,781	N/A
HQs	70,734	61,071	N/A
OTHER CE OFFICES	21,406	22,682	N/A
TOTAL GEN EXP	162,642	158,456	N/A

Program Managers Assessment: FY 04 - FY 06

CIVIL WORKS

GENERAL INVESTIGATIONS
($000)

MSC	FY 04	FY 05	FY 06
LRD	8,700	8,900	9,100
MVD	12,800	13,100	13,400
NAD	9,200	9,400	9,700
NWD	6,500	6,700	6,800
POD	2,300	2,400	2,400
SAD	5,500	5,600	5,800
SPD	15,900	16,300	16,700
SWD	7,900	8,100	8,300
TOTAL GEN INV	68,800	70,500	72,200

Program Managers Assessment: FY 04 - FY 06

The General Investigations program is flat through the year 2005. The FY 05 Budget is a very constrained planning program level. Adjustments to this program level will be made dependent upon the successes of the individual activities underway and the annual Energy and Water Development Appropriation Acts. The MSC ceilings in the outyears reflected by the annual program EC reflect a growth of 2.5%.

CIVIL WORKS

CONSTRUCTION GENERAL
($000)

MSC	FY 04	FY 05	FY 06
LRD	330,466	391,886	434,000
MVD	169,346	202,537	217,539
NAD	215,093	218,998	247,408
NWD	190,413	158,653	139,591
POD	13,650	13,933	10,607
SAD	243,467	309,290	306,918
SPD	115,800	116,614	126,300
SWD	80,000	97,724	83,567
HQ	107,860	182,250	181,250
TOTAL CONST GEN	1,466,095	1,691,885	1,747,180

Program Managers Assessment: FY 04 - FY 06

The gross FY 04 Construction, General program request prior to the application of an adjustment for savings and slippage, is $1,466 Billion. The gross Construction, General program ceiling, remains flat at $1.466 billion in FY 04 and 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.

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

MSC	FY 04	FY 05	FY 06
LRD	364,336	412,010	420,250
MVD	368,525	416,750	425,090
NAD	212,443	240,240	245,040
NWD	236,295	267,210	272,550
POD	10,600	11,990	12,230
SAD	316,926	358,400	365,570
SPD	103,827	117,410	119,760
SWD	277,924	314,290	320,580
Remaining Items	61,615	69,680	71,070
Savings and Slippages	-13,491	-7,980	-8,020
Total O&M GEN	1,939,000	2,200,000	2,244,120

Program Managers Assessment: FY 04 - FY 06

The President's Budget for FY 04 includes a separate estimate of $13 million under Remaining Items for facility Protection, primarily for complete implementation of facility protection standards at MR&T facilities, continue Force Protection Standards for Corps Offices, continued interfacing with other Federal, state and local government offices and private industry, and continue ongoing research efforts funded in FY 03. Facility protection costs for guards as well as physical improvements are included as part of the separate project cost estimates by each of the MSCs. Direct funding by the Bonneville Power Administration would increase the amount for NWD by $143 million for FY 04. The FY 04 Legislative Package includes an Administration proposal for the remaining Power Marketing Agencies (PMAs) to directly fund hydropower O&M costs which, if enacted, would offset O&M appropriations by about $145 million in FY 04 and commensurable amounts in FY 05 and FY 06. The financial ability of the PMAs to provide direct funding at the beginning of the execution year is questionable, therefore offsets could be delayed until the end of the respective fiscal year.

O&M funds are also augmented, slightly, in most MSCs by a distribution of funds transferred from the Federal Energy Regulatory Commission (FERC) under the Maintenance and Operation of Dams account in a total amount of about $7 million. The above table is base on the Corps recommendation to reduce the high priority backlog in the outyears within realistic parameters. Other FY 04 and outyear increases could result from significant national weather-related emergencies to be covered by emergency supplemental appropriations.

CIVIL WORKS

MISSISSIPPI RIVER AND TRIBUTARIES
DIRECT FUNDING
($M)

MSC	FY 04	FY 05	FY 06
MVD	280	288	295

Program Managers Assessment: FY 04 - FY 06

The Mississippi River and Tributaries program for FY 04, reflects a major reduction from FY 03 Appropriations that was $345 million. Although the FY 04 program will allow the overall MR&T project to remain on schedule through providing a funding priority to the construction of the Mississippi River Levees project and other Main Stem components, specific delays will be encountered in completion of some of the tributaries basins. No new starts are included for FY 04 and no new contracts except those necessary for the Channel Improvement revetment program. Morganza to the Gulf Hurricane Protection project is the only continuing preconstruction engineering and design funded. There should be no impacts to the operations and maintenance of the main stem projects. The maintenance backlog will continue to grow at current funding levels. The MR&T program will be adjusted each year after enactment of the annual Energy and Water Development Appropriations Acts to reflect the funding level actually provided.

CIVIL WORKS

REGULATORY PROGRAM
DIRECT FUNDING
($000)

MSC	FY 04	FY 05	FY 06
LRD	20,200	20,800	21,500
MVD	19,100	19,700	20,400
NAD	24,300	24,900	25,600
NWD	18,000	18,500	19,100
POD	8,300	8,400	8,700
SAD	27,300	27,900	28,900
SPD	14,000	14,500	15,100
SWD	10,800	11,300	11,700
LABS	2,000	2,000	2,000
TOTAL	144,000	148,000	153,000

Program Manager's Assessment: FY 04 - FY 06

Program funds will be utilized in accordance with new program performance targets to be announced. Estimates are not considered to be authoritative and all will change. FY 04, final funding levels have not been set, pending headquarters review of workload and performance of all divisions. In addition, Congress has not set the FY 04 total for the Regulatory program. Projections for 05 and 06 total program numbers and division funding levels have low reliability as not total requested amounts have been developed and resource needs among divisions will be based on changes in future workload.

CIVIL WORKS

OTHER DIRECT (FUSRAP)
DIRECT FUNDING
($000)

MSC	FY 04	FY 05	FY 06
LRD	45,300	39,300	39,300
MVD	50,300	48,500	48,600
NAD	44,400	52,200	52,100
NWD	0	0	0
POD	0	0	0
SAD	0	0	0
SPD	0	0	0
SWD	0	0	0
TOTAL FUSRAP	140,000	140,000	140,000

Program Managers Assessment: FY 04 - FY 06

The FUSRAP account has been funded at $140,000 million since FY 01 with the exception of $145,000 in FY 03. This level of funding has allowed work to progress at a moderate pace. Outyear estimates are being developed in accordance with program priorities and adjustments in project schedules.

CIVIL WORKS

OTHER DIRECT (FCCE)
DIRECT FUNDING
($000)

Program Manager's Assessment: FY 04 - FY 06

The President's Budget for FY 04 request $70 million for the FCCE account. This will be added to the carryover from FY 03 and used to meet the requirements of the program in FY 04. However, due to the event-driven nature of the FCCE account, total MSC programs cannot be estimated and additional funds will be requested when the balance in the account is expected to be insufficient to support the preparedness program and emergency response activities.

CIVIL WORKS

OTHER DIRECT (COASTAL WETLANDS)
DIRECT FUNDING
($000)

MSC	FY 04	FY 05	FY 06
MVD	$57,878	$61,584	$63,633

Program Managers Assessment: FY 04 - FY 06

Breaux Act funding is provided by the Budget Reconciliation Act of 1990 and comes from excise taxes on fishing equipment and fuel taxes on motorboat and small engines. On October 20, 1999, Public Law 106-74 amended the Breaux Act to provide funding authority through FY 00. On November 1, 2000, Public Law 106-408 amended the Breaux Act to provide funding authority through FY 09.

CIVIL WORKS

EPA SUPERFUND
REIMBURSABLE FUNDING ($000)

MSC	FY 04	FY 05	FY 06
LRD	2,000	2,000	2,000
MVD	1,000	1,000	1,000
NAD	120,000	120,000	120,000
NWD	50,000	50,000	50,000
POD	0	0	0
SAD	25,000	25,000	20,000
SPD	10,000	10,000	10,000
SWD	15,000	10,000	10,000
OTHER CE OFFICES	6,000	6,000	6,000
TOTAL OTHER SFO	229,000	224,000	219,000

Program Managers Assessment: FY 04 - FY 06

"EPA Superfund" consists of hazardous, toxic and radioactive waste removal and remediation work the Corps performs for EPA incompliance 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.

CIVIL WORKS

OTHER ERS
REIMBURSABLE FUNDING ($000)

MSC	FY 04	FY 05	FY 06
LRD	8,000	6,000	6,000
MVD	0	0	0
NAD	2,000	2,000	2,000
NWD	8,000	7,000	7,000
POD	1,000	1,000	1,000
SAD	1,000	1,000	1,000
SPD	1,000	1,000	1,000
SWD	5,000	5,000	5,000
OTHER CE OFFICES	1,000	1,000	1,000
TOT OTHER ERS	27,000	24,000	24,000

Program Managers Assessment: FY 04 - FY 06

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

CIVIL WORKS

OTHER INTERAGENCY AND INTERNATIONAL SERVICES (IIS) (FORMERLY SUPPORT FOR OTHERS)
REIMBURSABLE FUNDING
($000)

MSC	FY 04	FY 05	FY 06
LRD	57,000	60,000	63,000
MVD	14,000	15,000	16,000
NAD	344,000	361,000	379,000
NWD	153,000	161,000	169,000
POD	16,000	17,000	18,000
SAD	141,000	148,000	156,000
SPD	57,000	60,000	63,000
SWD	184,000	193,000	203,000
OTHER CE OFFICES	68,000	71,000	74,000
TOTAL OTHER SFO	1,034,000	1,086,000	1,141,000

Program Managers Assessment: FY 04 - FY 06

Other Interagency and International Services (IIS) (formerly known as “Support for Others”) consists of work the Corps performs for other agencies or entities relating to vertical construction, facilities, infrastructure, and water resources. The above forecasts for future work are based on work we have performed in the past, expected continuation of ongoing work until completion, and any requests for new work, which includes Iraq reconstruction support.

OVERVIEW

The USACE Real Estate mission remains a critical component of The Army and the DoD. The strategic vision for the Real Estate mission consists of four overarching goals:

- To excel as The Army's Real Estate Agent
- To deliver real estate expertise to meet and manage the Nation's water resources needs
- To be the provider of choice for non-Army Real Estate services
- To empower a world-class public real estate organization

Challenges the Corps must face in order to achieve its strategic real estate objectives and remain on the cutting edge include: securing and maintaining the necessary funds in an increasing highly competitive environment, proactive attrition management and workforce development due to the projected exodus through retirement of long term, highly experienced employees, enhancing performance based best business practices while customer demands become more pressing. The key trait for the future success of the Real Estate mission is agility. Collectively, we must create the environment for a more autonomous, empowered Real Estate workforce in the Districts. Realty professionals in the Districts will need to possess the education, experience and skill sets to remain technically superior in providing world class real estate services.

PROGRAM MANAGERS AND DOCUMENTATION

1. The allocation targets for direct funded Real Estate Army work are based on the FY 04 - 06 Program Budget Guidance (PBG) as provided by CERM-B. No specific document allocates resources for Reimbursable real estate military work estimates (Army, Air Force and other). These projections are based on customer and district projections. The Program Manager is Bret Griffin, CERE-R, 202-761-7573.

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, Robert Vining, CECW-B, 202-761-4100 and Real Estate POC is Bret Griffin, CERE - R-PD, 202-761-7573.

3. Homeowners Assistance Program (HAP) funding authorizations are provided to USACE as the DoD Executive Agent and are based on approved HAP actions. Funding targets depicted are contingent upon realization of projected workload. Program Manager: Lee Bevins, CERE-M-D, 202-761-7570. Real Estate Manpower POC is Bret Griffin, CERE-P, 202-761-7573.

4. DoD Recruiting and Leased Government Housing Programs funding authorizations are provided to USACE as the DoD Executive Agent and are based on approved leasing actions. Program estimates comprise the lease payments, administration, and the expenses for operations and maintenance of leased facilities. Program Manager: Darvin Smith, CERE-M-D, 202-761-7583. Real Estate Manpower POC is Bret Griffin, CERE-P, 202-761-7573.

REAL ESTATE PROGRAMS

DoD RECRUITING, LEASE ADMINISTRATION
DIRECT FUNDING
($000)

MSC	FY 04	FY 05	FY 06
LRD	1,494	1,538	1,584
MVD	0	0	0
NAD	4,146	4,270	4,398
NWD	3,296	3,395	3,497
POD	309	318	328
SAD	3,142	3,236	3,333
SPD	3,811	3,925	4,043
SWD	2,251	2,318	2,388
UNDIST/HQPRG	2,900	3,000	3,100
TOTAL DoD REC LEASE ADMIN	21,347	22,001	22,671

Program Managers Assessment: FY 04 – FY 06

The PBG estimate for FY 05 and FY 06 is the same as FY 04 with inflation. The DoD Recruiting Program PBG will be adjusted to provide funding for actions requested by the DoD Recruiting Commands in the year before execution.

In FY 04 – FY 06 emphasis will be placed on force protection and improved recruiting station quality of life. Security assessments will be conducted for all recruiting stations nation-wide. There will be increased emphasis on station upgrades to bring all stations up to quality standards, which will make stations more appealing to public as well as better working areas for recruiters. Execution of the Enhanced Facility Initiative started in FY 03.
POCs: Esther Cruz, CERE-M-D, 202-761-7589, or Darvin Smith, CERE-M-D, 202-761-7583.

REAL ESTATE PROGRAMS

LEASE PAYMENTS - DoD RECRUITING & USACE GSA OCCUPIED LEASES
DIRECT FUNDING ($000)

MSC	FY 04	FY 05	FY 06
LRD	16,532	18,185	19,094
MVD	0	0	0
NAD	32,934	36,228	38,039
NWD	19,580	21,538	22,615
POD	1,442	1,586	1,666
SAD	20,188	22,207	23,317
SPD	19,158	21,074	22,127
SWD	16,686	18,355	19,272
UFC 1/ Includes USACE & DoD GSA Leases	44,206	45,733	44,145
UNDIST/HQPRG	2,500	5,200	4,700
TOTAL DoD RECRUITING LEASES (Includes USACE & DoD GSA Leases)	173,226	190,105	194,976

Program Managers Assessment: FY 04 – FY 06
The DoD Recruiting Program PBG will be adjusted to provide funding for actions requested by the DoD Recruiting Commands in the year before execution. Enhanced quality recruiting facilities are projected to move from the test phase this FY and ramp upward into full lease execution through FY 05/06. The spike in undistributed funds form FY 04 – FY 06 is due to some current uncertainties to the exact locations and lease costs for the enhanced facilities. The HQ will not distribute full funding until these issues are worked.
Emphasis will be placed on force protection and recruiting station quality in FY 04 through FY 06. The program has experienced cost growth because of OSD policy changes which decreased influence of cost and increased influence of location as deciding factors in facility selection.
POCs: Esther Cruz, CERE-M-D, 202-761-7589, or Darvin Smith, CERE-M-D, 202-761-7583.

REAL ESTATE PROGRAMS

LEASED GOVERNMENT HOUSING PROGRAM
FUNDING ($000)

MSC	FY 04		FY 05		FY 06	
	LABOR COST	TOTAL FUNDS	LABOR COST	TOTAL FUNDS	LABOR COST	TOTAL FUNDS
LRD	469	3,948	483	4,066	459	3,659
MVD	-	-	-	-	-	-
NAD	330	2,416	340	2,488	322	2,239
NWD	593	4,658	611	4,798	581	4,318
POD	-	-	-	-	-	-
SAD	467	3,969	481	4,088	457	3,679
SPD	293	2,427	302	2,500	286	2,250
SWD	444	3,110	457	3,204	434	2,883
UNDIST/ HQ PRG	51	260	53	270	55	280
TOTAL	2,647	20,808	2,727	21,415	2,594	19,300

Program Managers Assessment: FY 04 – FY 06
The LGH program will continue to grow through FY 05, with an estimated increase each year of about 25%. The increase is due to The Army family housing program's number of authorized leases, which increases in FY 04 by 750 leases and again in FY 05 by another 750 leases. All other leased housing work will consist of maintaining existing housing leases and processing new housing requests to maintain the authorized lease allocations for each customer. Congress is expected to increase service members' basic allowance for housing (BAH) during FY 05. Therefore, The Army is expecting the need for this program to diminish and plans to stop approving any new housing requests with FY 06. The Navy and various other customers however anticipate the program existing beyond FY 05. Due to this decrease from Army in new housing requests the program budget is decreased for FY 06. POCs: Jamie Paladino, CERE-M-D, 202-761-7545, or Darvin Smith, CERE-M-D, 202-761-7583.

REAL ESTATE PROGRAMS

CIVIL, DIRECT PROGRAM AND LABOR
FUNDING ($000)

MSC	FY 04		FY 05		FY 06	
	LABOR COST	TOTAL FUNDS	LABOR COST	TOTAL FUNDS	LABOR COST	TOTAL FUNDS
LRD						
MVD						
NAD						
NWD						
POD						
SAD						
SPD						
SWD						
UNDIST/HQ PRG						
TOTAL CIVIL, DIRECT						

Program Managers Assessment: FY 04 – FY 06

Note: No data submitted, awaiting FORCON modeling. Refer to FY 03 CCG.

REAL ESTATE PROGRAMS

CIVIL, REIMBURSABLE PROGRAM AND
REIMBURSABLE LABOR FUNDING($000)

MSC	FY 04		FY 05		FY 06	
	LABOR	TOTAL FUNDS	LABOR	TOTAL FUNDS	LABOR	TOTAL FUNDS
LRD						
MVD						
NAD						
NWD						
POD						
SAD						
SPD						
SWD						
UNDIST/HQPRG						
TOTAL CIVIL, REIMB						

Program Managers Assessment: FY 04 – FY 06

Note: No data submitted, awaiting FORCON modeling. Refer to FY 03 CCG.

REAL ESTATE PROGRAMS

HOMEOWNERS ASSISTANCE PROGRAM (HAP)
DIRECT FUNDING (LABOR & WORKLOAD)
($000)

MSC	FY 04		FY 05		FY 06	
	LABOR & ADMIN	TOTAL FUNDS	LABOR & ADMIN	TOTAL FUNDS	LABOR & ADMIN	TOTAL FUNDS
SAD	160	886	54	238	0	0
SPD	2,230	12,594	1,973	8,837	1,973	5,743
SWD	802	1,595	678	951	403	502
UNDIST/HQ PRG	780	1,245	805	1,227	844	1,260
TOTAL	3,972	16,320	3,510	11,253	3,220	7,505

Program Managers Assessment: FY 04 - FY 06
In spite of a new program in Panama, and the extension of the Fort Polk, Louisiana program to 30 Sep 04, as well as the anticipated emphasis on A-76 contracting throughout DoD, overall program requirements in some of the HAP Districts continue to diminish. Some additional programs are being projected for the future including Edwards AFB, (ready for program approval), Hill AFB, Ogden, Utah (Market Impact Study being accomplished), Beale AFB, California (request coming to HQ for approval to do a Preliminary Impact Report) (PIR), Mountain Home AFB, Idaho, (being monitored), and Roosevelt Roads, Puerto Rico. While the districts are working accurately to estimate the potential size of these possible programs, as well as the impacts of A-76 contracting nationwide, accurate estimates will not be forthcoming until more data becomes available. Upon completion of The Army, Navy and Air Force programs on Oahu, there will be a significant decline unless the above-mentioned areas are eligible for the HAP. Congress is discussing the need for another round of base closures. If new legislation is enacted to close or realign additional facilities, the dollar amounts for FY 05-06 and beyond may increase substantially. POCs: Lee Bevins, CERE-M-D, 202-761-7570, or Imogene Newsome, CERM-B, 202-761-0531.

REAL ESTATE PROGRAMS

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

MSC	FY 04	FY 05	FY 006
LRD	487	487	487
MVD	0	0	0
NAD	871	871	871
NWD	471	471	471
POD	1,201	1,201	1,201
SAD	3,630	3,630	3,630
SPD	312	312	312
SWD	222	222	222
UNDIST/HQPRG	0	0	0
TOTAL REO, ARMY, REIMB	7,194	7,194	7,194

Program Managers Assessment: FY 04 – FY 06

The PBG estimate for FY 05 and FY 06 is the same as FY 04 with inflation. The Army reimbursable program will be adjusted to provide funding for new work requested by Army Installation Management Agency Regions, Army Reserve, and National Guard in the year before execution. The FY 04 -- 06 emphasis will be on output/ outcome performance-based execution, and reporting progress to customers. This offers the opportunity to identify shortfalls in direct funding of critical oversight functions, to highlight our current effort and capabilities for support of Army customers, as well as identify improvements realized through implementation of best business practices. This program funding is directly tied to the field execution of new actions in support of Army initiatives such as restationing actions for both the Active and Reserve Components, Transformation initiatives, overseas activities, buffer acquisition, conservation conveyance, conveyance and disposal of real property, acquisition of realty interests, resolution of encroachments, and condemnations, etc. POC: Jeanne Herman, CERE -M-A, 202-761-7528.

REAL ESTATE PROGRAMS

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

MSC	FY 04	FY 05	FY 06
LRD	189	195	201
MVD	0	0	0
NAD	776	799	823
NWD	1,539	1,585	1,623
POD	545	561	578
SAD	818	843	868
SPD	986	1,015	1,046
SWD	243	250	258
UNDIST/HQPRG	119	122	126
TOTAL REO, AIR FORCE REIMB	5,214	5,370	5,531

Program Managers Assessment: FY 04 – FY 06

Our ability to program the necessary manpower resources to execute the Air Force's real estate Work requires close coordination with the Air Force Real Estate team members at Base/District, MSC and MAJCOM/MACOM levels. We must identify the program year workload estimates in order for us to reserve the FTE for execution in those program years. The FY04 targets represent a slight decrease in funding. USACE and the Air Force will coordinate enhancements to product delivery business processes. Enhancements could include streamlining business processes as well as the Automated Information System (AIS).
POCs: Judy Silver, CERE-M-D, 202-761-7569, or Jeanne Herman, CERE-M, 202-761-7528.

REAL ESTATE PROGRAMS

REAL ESTATE OPERATIONS, ARMY ADMINISTRATION
DIRECT LABOR FUNDING
($000)

MSC	FY 04	FY 05	FY 006
LRD	345	345	345
MVD	0	0	0
NAD	620	620	620
NWD	925	925	925
POD	410	410	410
SAD	689	689	689
SPD	423	423	423
SWD	427	440	453
UNDIST/HQPRG	20	20	20
TOTAL REO, ARMY, REIMB	3,682	3,682	3,682

Program Managers Assessment: FY 04 – FY 06
We continue to assist customers and HQDA in programming and budgeting for real estate requirements that exceed our current ability to direct fund. The need continues for close workload / program coordination between USACE and our customers at all levels. USACE will focus more on output/outcome performance-based execution metrics. This offers the opportunity to identify shortfalls in direct funding of critical functions, highlight current/future capabilities for support of Army customers, as well as identify improvements realized from best business practice implementation. The Army's real estate mission is an integral part of The Army initiatives for privatization of utilities, the family housing commercialization, outgranting and disposal of federal lands, transformation of The Army, and restructuring of the overseas force structure. Some of the challenges and opportunities facing real estate include: The Global War on Terrorism, Homeland Security, enhanced compliance inspections, buffer zones and encroachment identification and resolutions. POC: Jeanne Herman, CERE-M-A, 202-761-7528.

SECTION 2 RESEARCH AND DEVELOPMENT

PROGRAM MANAGERS AND DOCUMENTATION

1. Direct Research and Development Testing and Evaluation
Program Managers: Ms. Eloisa Brown, CERD, 202-761-1834, Julio Arocho, CERD, 202-761-1849.

2. Direct OMA: Program Manager: Ms. Eloisa E. Brown, CERD-L, 202-761-1834, EMAP Program Managers: Richard Herrmann, CEERD-TD, 703-428-6800.

3. Direct Civil: Program Manager: Ms. Isabel Sayers, CERD, 202-761-1837, Dr. Tony Liu, CERD, 202-761-0222, Mr. David Mathis, CERD, 202-761-1846

Program Managers Assessment: FY 04 – FY 06

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 04-06 include sediment management, System-Wide Modeling, Assessment & Restoration Technologies (SMART), Technologies and Operational Innovations for Urban Watershed Networks (TOWNS), Common Delivery Framework, and Navigation/MTS2020.

The RDT&E program within the Engineer Research and Development Center (ERDC) continues to evolve to meet Army and Corps mission requirements in military engineering, battle space environment, environmental quality, and facility management. The ERDC maximizes its extensive and synergistic scientific and technical expertise to develop and execute well integrated programs that are responsive to customer requirements and to deliver quality products to the field. To that end, the ERDC has the following major objectives:

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

Engineer Research & Development Center (ERDC) ($000)

	FY 04	FY 05	FY 06
Civil Works Direct			
GI	35,221	35,749	36,285
CG	5,500	5,151	5,228
O&M	23,500	22,804	23,146
GE & Other	10,752	10,913	11,077
Total CW Direct	74,973	74,617	75,736
Civil Works Reimbursable			
USACE Reimb (Corps to Corps)	94,101	103,000	104,545
Support for Others (Federal)	0	0	0
Support for Others (Non-Fed)	14,718	16,000	16,240
HQUSACE	0	0	0
Environ Restoration Spt	1,223	1,300	1,320
Total CW Reimbursable	110,041	120,300	122,105
Direct Fund Cites	874	887	900
Total Civil Works	185,888	195,804	198,741
Military Direct			
RDT&E Direct and Congressionals	101,498	107,000	108,605
OMA Direct	41,632	47,000	47,705
Oth Mil Dir (MCA-Army, OPA, DOD, CTIS)	96,351	92,000	93,380
Total Direct	239,481	246,000	249,690
Military R&D Reimbursable			
HQUSACE	0	0	0
Corps to Corps	0	0	0
Army, R&D, OMA, ETC	58,567	80,000	81,200
Other DOD	44,846	23,000	23,345
Total Military Reimbursable	103,413	103,000	104,545
Direct Fund Cites	90,702	105,000	106,575
Total Military	433,596	454,000	460,810
Total ERDC	619,484	649,804	659,551

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.

The CPOC bill includes 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 below does not display CPAC costs that cover required services that have not been assumed by the regional CPOC.

(Per employee serviced)

ALL CPOC REGIONS	Rate FY 04	Rate FY 05	Rate FY 06
All CE Divisions/Districts/Centers/HQ	$476	$492	$509

CPAC REALIGNMENT. Beginning in FY 04, all CPACs and CPOCs will align under Civilian Personnel Operations Center Management Agency (CPOCMA) by authority of the Secretary of The Army and the Chief of Staff, Army, memorandum, 21 Feb 03. Reimbursable costs for CPACs will include those costs directly supporting the provision of CPAC services for all Corps of Engineers civilian employees except those who are funded with direct Operation and Maintenance, Army (OMA). The annual bill will be jointly calculated by CPOCMA and USACE staff. The CPAC bill will identify the annual USACE owed amount broken out by the amounts attributable to each CPAC servicing USACE civilian personnel.

Estimates for the FY 04 CPAC budget costs are not currently available. Use the CPAC operating budget for FY 03 in estimating your FY 04 CPAC costs. **The POC is Linda Tompkins, 202-761-1536.**

USACE FINANCE CENTER (UFC) RATES

Furnished below are the estimated amounts that will be distributed to each site for operating finance and accounting support provided by the UFC during FY 04-06. In calculating these amounts, the UFC has utilized an algorithm developed to distribute the support cost in correlation with the volume of work performed in six categories (or functions). These categories are travel, accounts payable, accounts receivable/debt management, disbursing, cash reports, and field reports. Workload statistics have been compiled for each site to serve as a basis for distributing the support costs (note, however, that the UFC does not provide – nor charge for - accounts payable support to the Far East District). In addition, the UFC applied a factor to these statistics for cash reports and field reports to reflect the amount of time devoted to civil versus military workload.

The UFC will bill actual costs incurred for FY 04, up to the amounts provided below for each respective site. The UFC will accept/record customer orders for support costs on its CEFMS database. **Therefore, each site must transmit government order(s) to the UFC for support costs in FY 04. The POC is Greg Porter, 901-874-8409.**

FOA		FY 04	FY 05	FY 06 (Est $'s)
A0	HUNTSVILLE	$584,000	$614,000	$644,000
B0	MISS. VALLEY DIV.	64,000	67,000	70,000
B1	MEMPHIS	176,000	185,000	195,000
B2	NEW ORLEANS	361,000	379,000	398,000
B3	ST. LOUIS	247,000	259,000	272,000
B4	VICKSBURG	355,000	373,000	392,000
B5	ROCK ISLAND	329,000	345,000	362,000
B6	ST. PAUL	237,000	249,000	261,000
E0	NORTH ATLANTIC DIV.	68,000	71,000	75,000
E1	BALTIMORE	960,000	1,008,000	1,059,000
E2	WASH. AQUEDUCT	42,000	44,000	47,000
E3	NEW YORK	516,000	542,000	569,000
E4	NORFOLK	388,000	407,000	427,000
E5	PHILADELPHIA	214,000	224,000	236,000
E6	NEW ENGLAND	451,000	473,000	497,000
E7	EUROPE	309,000	325,000	341,000
G0	NORTHWESTERN DIV.	89,000	93,000	98,000
G2	PORTLAND	366,000	384,000	403,000
G3	SEATTLE	510,000	535,000	562,000
G4	WALLA WALLA	209,000	219,000	230,000
G5	KANSAS CITY	626,000	658,000	691,000

UFC RATES (CONT'D)

FOA		FY 04	FY 05	FY 06 (Est $'s)
G6	OMAHA	944,000	992,000	1,041,000
H0	GR. LKS./OHIO RVR. DIV.	55,000	58,000	61,000
H1	HUNTINGTON	362,000	380,000	399,000
H2	LOUISVILLE	908,000	954,000	1,002,000
H3	NASHVILLE	322,000	338,000	354,000
H4	PITTSBURGH	236,000	247,000	260,000
H5	BUFFALO	133,000	140,000	147,000
H6	CHICAGO	82,000	86,000	90,000
H7	DETROIT	180,000	189,000	199,000
J0	PACIFIC OCEAN DIV.	41,000	43,000	46,000
J1	FAR EAST (KOREA)	187,000	197,000	207,000
J2	JAPAN	132,000	138,000	145,000
J3	HONOLULU	276,000	290,000	305,000
J4	ALASKA	381,000	400,000	420,000
K0	SOUTH ATLANTIC DIV.	69,000	72,000	76,000
K2	CHARLESTON	92,000	96,000	101,000
K3	JACKSONVILLE	417,000	438,000	460,000
K5	MOBILE	1,118,000	1,174,000	1,232,000
K6	SAVANNAH	765,000	803,000	843,000
K7	WILMINGTON	218,000	229,000	240,000
L0	SOUTH PACIFIC DIV.	78,000	82,000	86,000
L1	LOS ANGELES	500,000	525,000	551,000
L2	SACRAMENTO	818,000	859,000	902,000
L3	SAN FRANCISCO	125,000	131,000	138,000
L4	ALBUQUERQUE	194,000	204,000	214,000
M0	SOUTHWESTERN DIV.	74,000	78,000	82,000
M2	FORT WORTH	1,010,000	1,060,000	1,113,000
M3	GALVESTON	153,000	160,000	168,000
M4	LITTLE ROCK	482,000	506,000	531,000
M5	TULSA	663,000	696,000	731,000
N0	TRANSATLANTIC PROG.	171,000	179,000	188,000
Q0	WTR. RES. SPT. CTR.	57,000	59,000	62,000
S0	OFC. OF CH. OF ENG.	438,000	460,000	483,000
U4	ERDC	1,029,000	1,081,000	1,135,000
W2	HECSA	70,000	73,000	77,000
W3	CTR PUBLIC WORKS	66,000	69,000	72,000
	TOTAL	$19,947,000	$20,940,000	$21,990,000

SECTION 3 INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY (IT)

Critical success over the next five years can be defined as creating a common operating environment that fully leverages IT products and services throughout the Corps. For purposes of managing IT projects and services, the Command FY 03 Functional Area Assessment (FAA) metrics serve as excellent benchmarks. The specific metrics include: Achieve a mission-to-support ratio of 60/40%; reduce regional overhead by 10%; reduce process time by 30%; reduce labor costs by 10%.

Assumptions:

- The focus of all business transactions and management will be regionally focused by the year 2012.
- Although a critical business enabler, Information Technology/Information Management (IT/IM) functions are not a USACE core competency.
- There are IT/IM functions that are inherently governmental in nature and there are IT services that lend themselves to outsourcing.
- The economies of scale and efficiencies gained by regionalizing and IT/IM functions can be substantiated.
- There are tools that can effectively provision and manage IT services from regional or centralized locations.
- The USACE will experience a large number of retirements in the CP34 Career Program within the next 5 years.
- IT/IM services will continue to be viewed as G&A/overhead.

This Command guidance contributes to alignment of IT with our business processes to ensure interoperability, technology and e-government innovation, systems modernization, information security, and capture of explicit and tacit organizational knowledge. Command guidance is presented within the following goals areas of the USACE Information Resources Management (IRM) Strategic Plan (draft):

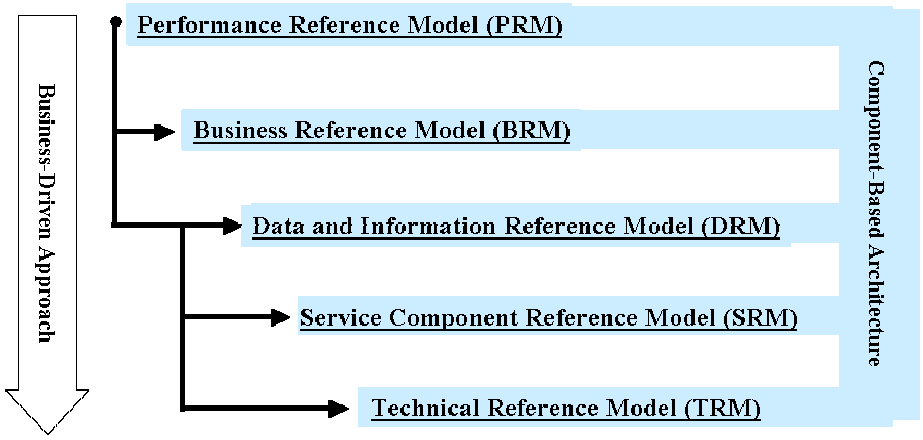
GOAL 1	IT INFRASTRUCTURE
GOAL 2	TECHNOLOGY INSERTION
GOAL 3	INFORMATION ASSURANCE (IA)
GOAL 4	IT INVESTMENT PORTFOLIO MANAGEMENT
GOAL 5	E-GOVERNMENT

Goal 1: IT Infrastructure Provide an IT infrastructure that will ensure information superiority and connectivity throughout USACE.

Key Outcome Measures: Reduced unit cost to customers; improved network performance; IT architecture and investment alignment; web server and support consolidation on a regional and enterprise-wide basis; reduced total cost of ownership.

Corps Enterprise Architecture (CeA). C*e*A provides USACE-specific building blocks to align IT investments with USACE business needs, while at the same time, supporting the Federal Enterprise Architecture Framework (FEAF) and the DoD's Command, Control, Communications, Computers, Information, Surveillance & Reconnaissance (C4ISR) Framework. The diagram below identifies the top-level models of the Federal Enterprise Architecture.
In FY 04, all organizational levels will begin making IT investments based on the CeA transition plan. More information on CeA will be published at: http://cea.hq.usace.army.mil

Federal Enterprise Architecture Models



SECTION 3 INFORMATION TECHNOLOGY

The **Corps of Engineers Enterprise Infrastructure Services (CEEIS) Program** provides the management and services for the Corps network. More information is available in this document in the CEEIS Charges section. The CEEIS web page listing their products and services is at https://www.ceeis.usace.army.mil/.

Utilization of the combination of the latest **Microsoft Windows Server Operating System and Active Directory (AD)** offers a powerful technology that facilitates centralized security and directory management. USACE will utilize these features of administration delegation and assignment responsibility for active directory to execute a centralized management approach, but still allow for organizations to control administrative functions commensurate with their level. The minimum operational level requirements that Windows/AD must provide is:

Support interoperability
Policy & role based access
Directory services
Provide LAN services (user authentication, print to LAN printers, file storage on LAN file servers)
Facilitate reducing the Total Cost of Ownership (TCO)
Support Server Consolidation
Facilitate reduction in total number of servers
Strict adherence to The Army's AD Naming Convention and Schema
Physical security and administration control of AD Domain Controller

Corps IT organizations should continue following guidance previously given on preparation for migration from the Windows NT environment. The migration from the Windows NT environment to the Windows 2000/2003 environment is mostly a technology refresh. The PMP for migration to the latest Microsoft Windows Server operating system and Active Directory is being prepared for release by Q1 FY 04.

Regionalizing IT Office Automation and Infrastructure Services. Since these services are a large percentage of the USACE IT portfolio, FY 04 is a time of planning for increased regionalization of IT office automation and infrastructure services. New business models for the provisioning of regionalized baseline services need to be evaluated. Suggested categories for evaluation include helpdesk management; configuration architecture and engineering; deployment management; software distribution management; asset management; license management; hardware repair; and, install/move/add/change functions.

There are several factors that influence this guidance. Specifically, goals of USACE 2012 are to achieve greater organizational efficiencies through regionalization and nationalization of IT services. The USACE Competitive Sourcing Plan, Fair Act Inventory, recent Command-wide Functional Area Analyses (FAAs), and the Office of Management and Budget (OMB) direction to develop an agency-wide business case for increased IT efficiencies necessitate formal planning during FY 04.

Expect guidance on what is to be included in the Command's definition of baseline services during first quarter FY 04, along with guidance on developing Service Level Agreements (SLAs). Major Subordinate Command, Centers, ERDC, and separate Field Operating Activities' plans for regionalizing IT office automation and infrastructure services are due back to the USACE Chief Information Officer by third quarter, FY 04. Each region must strive and plan for a minimum 10% reduction of these costs. The goal is to begin executing these plans in FY 05.

The Civil Works Program FY 04 Budget Passback reduced the Command's Civil Works IT Investment Portfolio from $315M to $299M for IT investments across *all* business and organizational levels. One of the largest categories of FY 04 planned IT investments is "Office Automation." The expectation is that during FY 04/FY 05 the Command will move to significantly reduce costs and contracts in IT office automation and infrastructure services in keeping with the FAA performance goals mentioned earlier in this section. At the time of IT Portfolio submission to OMB, the following were some of the larger Civil Works Program Office Automation (hardware and software) budget projections:

Organization	**FY 04 Projected OA Investments**
MVD	11.2M
NAD	11.0M
SAD	10.4M
NWD	9.0M
LRD	7.0M
SWD	7.0M
ERDC	6.0M
POD	4.0M
SPD	3.4M
HQUSACE	1.3M
HNC	1.0M
	(source ITIPS)

SECTION 3 INFORMATION TECHNOLOGY

GOAL 2: Technology Insertion Implement emerging information technologies to achieve breakthrough performance for USACE customers, partners, stakeholders, and citizens.

Key Outcome Measures: Increases in web-enabled applications and legacy system conversions; increased bandwidth to the desktop; growth in the use of collaborative technologies and knowledge sharing; leveraging enterprise level IT contracts.

USACE "Oracle Store." Oracle products and price lists available for Corps-wide use are described at:https://corpsinfo.usace.army.mil/ci/liaison/oracle/index.html

The Directorate of Corporate Information and CEEIS joined with other Army MACOMS to negotiate an initial 50% discount over the standard GSA cost for ORACLE products through the CECOM BPA. This contract also provides full functionality of Oracle software licenses, direct support access to ORACLE Metalink and basically one-stop shopping for all ORACLE products. As participation in this new contract increases, additional discount savings will be evaluated and passed on to all customers.

Funding for Oracle software license purchases and maintenance depend on the number of licenses currently owned by the Activity. At the beginning of the fiscal year each customer or office will be required to establish a Government Order (GO) to cover annual maintenance cost. The GO will be issued and automatically accepted without prior forwarding to ERDC for acceptance. For new purchases, a GO should be prepared by the ordering activity for the cost of purchased licenses and prorated yearly maintenance. Spreadsheets detailing CEFMS Government Order number and billed amounts for each activity will be sent to USACE Finance Center for billing and collection. Third quarter notification of proposed next FY annual maintenance cost will be sent to license holders. (Ordering information and document tracking is done by the CEEIS Asset Management Group.)

USACE IT Services Blanket Purchase Agreement (BPA). BPA #GS10TR-01-BNA-0026 was awarded 14 April 2002 and is available for Corps-wide use. A wide range of IT support services are described at:http://www.usace.army.mil/ci/itacq/contract.html This BPA provides a minimum 10% discount over published GSA pricing schedules.

Other opportunities for technology insertion can be found at the web sites below. (This is not meant to be an inclusive list.)

Corporate Information Technology (IT) Acquisitions Home Page.
http://www.usace.army.mil/ci/itacq/itacq.htm

Information Technology Laboratory
http://tsc.wes.army.mil/esribpa/

Army Contracts/Blanket Purchase Agreements
http://pmscp.monmouth.army.mil/contracts/contracts.asp

U.S. General Services Administration
http://www.gsa.gov/Portal/buying.jsp

Federal Business Opportunities
http://www.fedbizopps.gov/

Commands are encouraged to use these contracts to take advantage of negotiated savings.

Performance-Based Services Acquisition (PBSA). It is the policy of federal government, including DoD components, to better implement performance based methodologies into services acquisition, including IT services. To the maximum extent practicable, the Corps shall use performance-based methods for acquiring IT services. To be considered performance-based, an acquisition should contain, at a minimum, the following elements:

- Performance work statement. This describes the requirements in terms of measurable outcomes rather than by means of prescriptive methods.
- Measurable performance standards. To determine whether performance outcomes have been met, defines what is considered acceptable performance.
- Remedies. Procedures that address how to manage performance that does not meet performance standards. While not mandatory, incentives should be used, where appropriate.
- Performance Assessment Plan. Describes how contractor performance will be measured and assessed against performance standards.

More information is available from the DoD Performance Based Acquisition Guidebook available at: https://corpsinfo.usace.army.mil/ci/liaison/pbsaguide010201.pdf

Goal 3: Information Assurance Provide a high assurance of confidentiality, integrity, and availability of Corps IT assets.

Key Outcome Measures: IA as an integral component of a system's life cycle processes, from concept development through retirement; an aggressive IA Awareness Program; adoption

of Smart Card technology to improve identity management; reduce the quantity of incidents and mitigate the impact of break-ins; insure Federal Information Security Management Act (FISMA) compliance.

Identity Management. Regional and District CIOs will be required to pay particular attention to the Department of Defense (DoD) requirement to implement Common Access Cards (CAC) and Public Key Infrastructure (PKI), as this is the cornerstone of a DoD wide effort to embrace identity management. In this context:

- The CAC will replace the current series of paper Standard Identification Cards.
- The CAC will be also preferred as the primary access card for facilities and controlled spaces.
- PKI will provide the cornerstone of a cryptographic infrastructure that supports key, privilege and certificate management, and will enable positive identification of individuals using network resources.

This new asymmetric key process will replace the symmetric key CEFMS card process used today.

DoD CAC/PKI implementation plans are available from CIO/G6 websites. Shortcomings in these efforts are well known, and mitigation efforts will be required. Sustainment of CAC/PKI will impose new burdens at the local level for:

- CAC PIN reset,
- certificate maintenance,
- CAC re-issuance, and
- certificate escrow.

At the CEEIS level, in coordination with local offices, there will have to be new procedures for capturing and "publishing" certificates to appropriate venues, and receiving and distributing Certificate Revocation Lists (CRLs) from Defense Information Systems Agency (ISA). Implementation requirements for these issues are neither resourced by dollars and FTE's, nor fully understood at this time. The DoD PKI effort is very much an evolutionary program which is essential to the long term security efforts of the DoD.

SIPRNet. The classified SECRET Internet Protocol Router Network (SIPRNET) typically supports Combatant Commands, intelligence-related (S2) activities, war-room planning, deployment, transportation, and emergency operations activities; in the post 9/11 environment, this includes Homeland Defense efforts in which the Corps participates. To insure an enterprise capability to support the nation in war as well as peace, Regional Level and District

Level organizations are required to provide the necessary facilities (secure room) to house a RED LAN. CECI will provide funding at the Enterprise Level for all locations, which includes initial costs for standard connectivity, secure devices, AIS, operating systems, applications, accessories and other associated devices, software and hardware. CECI will also provide contract support for operating and maintaining systems administration.

IAVA. A critical piece of the overall information security posture is compliance with all Information Assurance Vulnerability Alert (IAVA) required actions. IAVA compliance must be acknowledged and reported on in The Army Compliance Reporting Database (CRD). Failure to address IAVAs promptly puts enterprise resources and connected resources at risk, and under the proposed AR 25-IA (Draft) will result in punitive actions.

Training. All IA personnel are required to register, and to maintain a current status of their training. All enterprise and workstation assets must be reported and maintained. Mandatory DoD and DA IA training is documented at: https://corpsinfo.usace.army.mil/ci/ia/training.html. All locations will complete all mandatory training, and maintain all IA personnel at certification level II. Recertification will be accomplished on an annual basis, by either attending an IA workshop or if travel funds are short, completing one of the IA educational CDs at: https://corpsinfo.usace.army.mil/ci/ia/cdtrain.html

Divisions, Centers, Labs, Districts and FOAs will plan to send Systems Administrators (SA), working on Windows 2000 servers, to the DA SA course for Windows 2000 security. Tuition will be paid for by DA, units must fund for TDY and travel.

DITSCAP. In the current information technical environment, there is no easy secret to total information systems security. We must implement security on multiple tiers inside our organization with the cooperation of the whole team, and we must document this process for external review. As a DoD component we must comply with the DoD Information Technology Security Certification and Accreditation Process (DITSCAP). Specific information may be found at https://iase.disa.mil/ditscap/DitscapFrame.html. An automated tool has been purchased by CECI, which is helpful in completing the DITSCAP documentation. For more information see https://corpsinfo.usace.army.mil/ci/ia/training.html

Divisions/Districts must have valid accreditation packages on their LAN, local AIS, and the systems they maintain. The Designated Approving Authority (DAA), the Commander, will approve accreditation requests. (See Letter of Delegation of Authority https://corpsinfo.usace.army.mil/ci/ia/ditscap.html) At minimum each site must have an Interim Authority to Operate (IATO). Currently less than 22% of the Corps information infrastructure is properly accredited. Of the AIS in the corporate inventory, only 8 have an Authority to Operate (ATO), and only an additional 5 have an IATO.

Commanders are reminded that security accreditation procedures apply to Supervisory Control and Data Acquisition (SCADA) systems, as well as to LANs and WANs. Although not traditional business systems, SCADA systems are information systems and must be accredited using the DITSCAP, either individually or as part of a larger system. The DITSCAP process allows local commanders to be aware of the risks for which they are responsible.

Corps of Engineers Enterprise Infrastructure Services (CEEIS) must have a valid accreditation package on the WAN, to include the two processing centers, and the systems they maintain (i.e., UPASS). The USACE CIO is the DAA and will approve the CEEIS accreditation.
Corps-wide, AIS Functional Proponents must submit accreditation packages for the systems, i.e., CEFMS, they develop/maintain to the USACE DAA, the USACE CIO, for approval.

CEEIS. We rely on our information systems and data communication networks in the performance of our critical civil and military missions. Continuity of operations under difficult circumstances is essential. The CEEIS Program Management Office is working on an overall enterprise Continuity of Operations Plan (COOP), including the COOP capabilities required by corporate systems that run within the CEEIS production environment. The nucleus of COOP capabilities required by corporate systems must be available in FY 04.

CEEIS is responsible for the network based Intrusion Detection Systems (IDS) that are required at all entrances and gateways to the CEEIS wide area and local area communications networks. CEEIS will verify that all corporate gateways have IDS, and will also maintain and monitor all corporate firewalls and all IDS devices. (Local sites may have the ability to read these mandatory devices where the software supports read only access). CEEIS will install IDS on all critical processing center servers, and will monitor all mandatory IDS devices.

Army Policy requires host-based Intrusion Detection Systems, IDS, on Information Assurance Servers that support dial-in systems (RADIUS compliant server), and on all mission critical systems. A server is critical if the loss of the server will severely impact the command's ability to perform its mission.

Corps sites (Divisions, Centers, Labs, Districts, and FOAs) will ensure all outside connections (non-Corps connections) at their site have IDS. Divisions, Centers, Labs, Districts, and FOAs will add host-based IDS to mission critical servers including dial-in servers. Functional proponents who do not process their applications, including web-based or enabled, at the CEEIS processing centers will install IDS on all their critical servers. CEEIS will monitor the IDS information for these connections. Where possible, this information will also be provided to the sites.

Virtual Private Networks. Virtual Private Networks (VPNs) are an evolving component of our overall security architecture. CEEIS will provide a VPN infrastructure in support of external access including telework and contract support activities.

Federal Information Security Management Act (FISMA). The Corps is currently beset by a host of "new" reporting requirements. Actually these have been around for a while in form, but not in practice. FISMA, which replaced the Government Information Security Reporting Act (GISRA), treats security as a continuum - from the "real" physical world to the cyber world – and requires that all aspects of security be addressed, and reported. Because of our unique "dual" mission status, this burden falls upon the Corps more rigorously than it does on the rest of DoD. Expect a high level of attention for FISMA compliance to continue for the foreseeable future.

There are no easy solutions for total information system security. We must implement security on multiple tiers inside our organization with the cooperation of the whole team. Proponents for civil and military missions must determine security risks and implement critical system security devices and practices. For up-to-date information on AIS security issues see https://corpsinfo.usace.army.mil/ci/ia/

GOAL 4: IT Investment Management Maximize the business value and manage the risk associated with USACE IT investments using the Capital Planning and Investment Control (CPIC) Process. A description of the CPIC Process is available at https://corpsinfo.usace.army.mil/ci/cfat/.index.html

Key Outcome Measures: Selecting IT projects with the best business value; improving the Capital Planning and Investment Control (CPIC) Process; risk mitigation in Project Management; and migration of individual IT projects into programmatic management processes to fulfill USACE business goals.

The CPIC evolved significantly for the evaluation and prioritization of FY 04 and FY 05 corporate IT investments. Improvements included expanding the Cross Functional Assessment Team (CFAT) membership to all field organizations; the CFAT's use of additional evaluation criteria over previous year's criteria; establishment of an Executive Functional Assessment Team to validate output of the CFAT; integration of process output, *i.e., authority levels*, with Appropriation Managers in CERM, CECW, and CEMP for both execution and planned budget requirements. Output of the CPIC Process resulted in approximately $12M cost avoidance for FY 04 corporate IT requirements. Results of the CPIC Process can be viewed at https://corpsinfo.usace.army.mil/ci/cfat/MFRENCL3.xls.

The CPIC Process will continue to evolve using the input from the CFAT's After Action Report of the past cycle. A Process Development Team (PDT) will be established in the 4th Qtr, FY 03 to further evolve the process. The current EC 25-1-303, Information Technology Investment Management, will be revised and finalized during the 4th Qtr, FY03, to reflect the changes to the process.

All USACE MSCs, Districts, Labs, Centers, FOAs are required to have a CPIC Process for their organizations to review, evaluate and prioritize IT investments per paragraph 10, of EC 25-1-303. This is subject to review under the Command Staff Inspection.

Corps IT Investment Business Cases (Exhibit 300). Eleven business cases were presented to OMB as major investments in the FY 04 IT portfolio. During FY 04, the CIO will be working with functional proponents to evaluate how well these investments have met declared performance goals and measures. Updated information on key life cycle actions related to corporate IT systems and programs are found at https://corpsinfo.usace.army.mil/ci/liaison/liaisonais.html

GOAL 5: E-Government Refine web-based electronic information access and delivery for sharing, creating single points of access, reducing reporting burdens, and streamlining business transactions.

Key Outcome Measures: Align Command with the President's e-Government Management Agenda (PMA); compliance with the e-Government Act of 2002; increased emphasis on electronic records management.

Command PMA Participation. In FY 04 the Corps of Engineers is expected to continue its participation in several of the interagency PMA initiatives, contributing both resources and "in-kind" FTE. As the Command analyzes its IT Investment Portfolio, it is also expected to demonstrate leadership *at all organizational levels* in seeking interagency opportunities to partner on IT projects. Before an IT investment is made, an e-government review will be conducted to see if there are opportunities for both using e-business technologies and collaboration across organizations and agencies. More information about the PMA is available at: http://www.results.gov/index.html

The following is a sampling of the Corps PMA-level participation:

PMA-Level Initiative	FY 03	FY 04	FY 05
Government to Citizen (G2C)			
Recreation One Stop FY 04 will include the National Recreation Reservation System (NRRS), as well as portal support.	$ 50K	$ 5.4M	$ 5.45 M
Government to Business (G2B)			
Online Rulemaking The Corps public regulatory dockets (Federal Register) will be made electronically accessible through Online Rulemaking.		$ TBD	$ TBD
Federal Asset Sales Goal is to establish on-line auction/sales portal. Corps has delegated property disposal authority for Civil Works Program. However, most actions are accomplished through GSA.		$ TBD	$ TBD
Government to Government (G2G)			
Geospatial One Stop Portal support and FTE in-kind service for Marine Transport standards development. Over 4500 meta files posted to NSDI node from 28 Districts.	$ 100K 5.5 FTE	$100K 5.5 FTE	$ 100K 5.5 FTE
Disaster Management Corps is managing partner with GSA for interagency Exhibit 300 business case, based on ENGLink-I. Plans to contribute agency content to portal.		$ TBD	$ TBD
Internal Efficiency and Effectiveness(IEE)			
Integrated Acquisition Processes. Corps is participating in migration to Wage Determinations On-line (WDOL.gov).		$ TBD	$ TBD
Cross Cutting			
E-Authentication CEFMS e-signature capability and P2 single sign on has visibility in OMB surveys.			
Volunteer.Gov/Gov. in partnership with the White House's USA FreedomCorps Network.	$ 12.5K	$ 12.5K	$ 12.5K

Federal Records Management Requirements. Records management (RM) provides for cost-efficient and systematic life cycle management of all recorded information, regardless of media and format. Continuing RM programs capture, preserve, and make available evidence essential for USACE decisions and actions, preserve permanently valuable information, protect the rights and interests of USACE, soldiers, citizens, and the Government, and meet the needs of the American public. Commanders at all echelons are required to document USACE official business and ensure accessibility of information throughout its life cycle. Regional level and District CIOs should be implementing the new Army Records Information Management System (ARIMS) as prescribed under revised AR 25-400-2 and enforcing the standards set forth. Records management functions should be integrated into all automated information systems (AIS). Electronic recordkeeping systems compliance with ARIMS, USACE-wide Electronic Document Management System (EDMS) Guidelines and Standards, and DoD 5015.2-STD, Design Criteria for Records Management Applications should also be ensured, and can be found at http://www.usace.army.mil/ci/recmgmt.

Ensuring Quality Information is Disseminated to the Public. In accordance with OMB Information Quality Guidelines (IQG) requirements, a basic standard of quality (objectivity, utility, and integrity) must be maintained and appropriate steps taken to incorporate information quality criteria into USACE public information dissemination practices. Particular emphasis is placed on scientific, environmental, financial and statistical information produced by an agency. By FY 04, USACE-wide IQG program responsibilities will be assigned, a web-based administrative mechanism will be put in place for the public to seek and obtain correction of disseminated information, and annual reporting requirements will be issued.

Web Policy. As the Corps becomes more dependent on the World Wide Web for communication with our customers and partners, ensuring that best practices and policies are followed becomes more important. Commands are reminded that recently issued policy on personally identifying information and compliance with Section 508 of the Rehabilitation Act are continuing responsibilities.

All Corps Website Managers, Webmasters, and Pagemasters should join both the Corps Webmasters list (CDL-Webmasters) to stay informed about the latest policy information and the DoD Webmasters mailing list for opportunities to discuss issues with colleagues. More information is available at: http://www.dod.mil/webmasters/faq/index.html

Enterprise Portal. The *e*-Corps portal, single sign on, and lessons learned capture capability will continue to be prototyped by the Chief Information Officer during the first part of FY 04, with results reported out to the various Headquarters/Command committees. Integral to the enterprise portal prototyping effort will be development of "views" to enhance delivery of agency products and information services. The three views will be focused on the public, stakeholders/business partners, and the internal Corps team. Use of Army Knowledge On-Line (AKO) and the building of enterprise content via AKO are encouraged. Functional areas are also encouraged to develop Communities of Practice (COP) within the electronic virtual teaming environment.

OTHER

Strategic Sourcing. The Corps is working to comply with the President's Management Agenda and The Army's Third Wave competitive sourcing initiatives. These initiatives require all federal agencies to streamline and become more effective. "Competitive sourcing" means that all federal agencies are reviewing their tasks to determine if a given task is something that must be done by the federal government, or if it could be done by a civilian contractor and would be competed. The administration, management, and product/service delivery of information technology (IT) is not a "core" competency for the Corps; however, it is a critical competency with respect to meeting public law and regulatory management requirements and for improving the effectiveness, efficiency, and quality of USACE mission and program execution. Within USACE, IT is the umbrella for the functions, processes, activities and tasks associated with Information Resource Management (IRM), Information Assurance (IA), and the Information Mission Area (IMA). IMA includes automation, communications, records management, visual information, printing and publication, and libraries. USACE, by public law, executive orders, directives, regulations and memoranda, must plan, acquire, operate, maintain, and manage its information resources (hardware, software, services, and service support) and protect its data and information from unauthorized access, denial of service, and change/destruction. The product/service area of IT is a candidate for strategic competitive sourcing. Additional information on/about competitive sourcing can be found at: http://www.hq.usace.army.mil/cepa/compsource/compsource.htm.

IT/IRM Work Force Development. All commands should encourage their Directors/Chiefs of Information Management to complete the Advanced Management Program or CIO Certification Program at the National Defense University's IRM College. Program information can be found at: http://www.ndu.edu/irmc/.

The Federal CIO Council Human Capital and Workforce for IT Committee, in conjunction with the Office of Management and Budget, is also placing emphasis on qualifications and competencies of individuals serving as project managers (PM) for "major" IT projects. Qualified project managers are defined as possessing:

- Experience managing IT projects of similar size and scope, within 10% of the baseline cost, schedule and performance goals, or,
- A government project management certification, or a commercial certification, such as the Project Management Institute (PMI), and,
- Dedication to the IT project or program on a full-time basis.

For "major" IT projects within the Corps, these guidelines for selecting a PM should be taken into consideration at all organizational levels. A "major" IT project is defined as having significant importance to the organization, high executive visibility, major dollar investment, or be e-Government/e-business in nature. **The POC is Frank Troyan, 202-761-7699.**

Defense Communications System. The acquisition and program management of flexible telecommunications technology and supporting services to meet USACE Command requirements include the DCS, which is a composite of certain Department of Defense (DOD) communications systems and networks. The system provides, long haul, regional, point-to-point, satellite and switched network telecommunications circuits, systems and services for global communications. Long-haul telecommunications services comprise any and all voice, data, and video switching and transmission services and associated network management, satellite, wireless, asynchronous transfer mode (ATM) edge devices and regional services or metropolitan area networks (MANs). The Defense Information Systems Agency (DISA)/Army CI0-G6 provides centralized management and command, control, communications, computers, and intelligence (C4I) systems of the DCS. USACE Commanders plan, develop, acquire, operate, and maintain DCS requirements appropriate for their missions. However, it is the HQUSACE (DCI) that pays a consolidated bill for DCS on a quarterly basis for what each command acquires. Consequently, each command must remit to HQUSACE (instructions by separate memorandum) the funds needed to pay this consolidated bill. Commands are to use their current cost as a baseline to estimate their FY 04-05-06 funding requirements for the long-haul communications lines, equipment, and services that they plan on acquiring and/or sustaining. Each command must plan, program and budget for their long-haul communications requirements so as be able to remit to HQUSACE the funds needed. The request for remittance for the FY 04 first quarter payment will be made in later October or early November. The following is an estimate based on the consolidated bill for the long-haul communications technology and supporting services by commands:

DCS	FY 03 Estimate	FY 04 Estimate	FY05 Estimate	FY 06 Estimate
	2.1M	2.6M	3.1M	3.6M

SECTION 3 MP STANDARD DEFINITIONS

MILITARY PROGRAMS STANDARD DEFINITIONS

1. **PROGRAM CATEGORIES**. Military Programs views construction and construction related programs in the categories identified below.

FUNDS TYPE GROUPS

Direct (D) or Reimbursable (R)	Military (M) or Civil (C) Appropriation	Description
D	M	Military Direct, Army
D	M	Military Direct, Air Force
D	M	Military Direct, DoD Agencies
D & R	M	Military Environmental
R	M	Military Reimbursable, O&MA
R	M	Military Reimbursable, O&M, Air Force
R	M	Military Reimbursable, DoD (Work for Others)
D & R	M & C	Special Management Programs
R	M	Military Reimbursable, Non-Federal
R	C	Civil Reimbursable, Environmental Interagency and International Services
R	C & M	Civil or Military Reimbursable, Interagency and International Services

2. **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.

3. **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 Interagency and International Services by Federal and non-Federal agencies for major construction, operations and maintenance, rehabilitation, repair projects and engineering services.

4. **CONSTRUCTION PROGRAM FUNDS TYPE GROUPS AND TYPE FUNDS**. The Major Program Categories identified in paragraph 1.a. are further divided into Type Funds (TF) as published in the Corps' standard Project Management Information System (PROMIS).

Following is a list of all TFs. The HQUSACE Proponent (CEMP-MP) is responsible for coordinating the issuance of TFs listed. Requests for additional fund type designations should be addressed to the CEMP-MP, ATTN: PROMIS PM.

TF LISTING BY MILITARY PROGRAMS PROPONENT OFFICE

TF	ABBR	HQ PROPONENT	DESCRIPTION
72	SCGNT	CEMP-N	CONSTRUCTION GRANTS
73	SHUD	CEMP-N	HOUSING & URBAN DEVELOPMENT ASSISTANCE
1T	SDPW	CEMP-IS	RPMA SUPPORT TO DIRECTORATES OF PUBLIC WORKS
04	BCD1	CEMP-MA	BASE CLOSURE PROGRAM, PART I, OTHER
09	BCD2	CEMP-MA	BASE CLOSURE PROGRAM, PART II, OTHER
1V	BUP	CEMP-MA	BARRACKS UPGRADE PROGRAM – O&M ARMY FUNDED
96	EEAP	CEMP-MA	ENERGY ENGINEERING ANALYSIS PROGRAM
5V	ECAS	CEMP-MA	ENVIRONMENTAL COMPLIANCE ASSESSMENT SYSTEM
10	MCA	CEMP-MA	MILITARY CONSTRUCTION, ARMY
11	MMCA	CEMP-MA	MILITARY CONSTRUCTION, ARMY, MINOR
32	NMCR	CEMP-MA	NAVY AND MARINE CORPS RESERVE
1R	OMARR	CEMP-MA	OP & MAINT, ARMY RESERVE REIMBURSABLE
18	OMAR	CEMP-MA	OPERATION AND MAINTENANCE, ARMY RESERVE
Z3	QOLEA	CEMP-MA	QUALITY OF LIFE ENHANCEMENTS, AF
2S	AFSM	CEMP-MA	SMALL MISSILE CONSTRUCTION, AIR FORCE
63	PIK	CEMP-MA	PAYMENT IN KIND
84	RDAF	CEMP-MA	RESEARCH, DEVELOPMENT, TEST & EVALU, AIR FORCE
83	RDTA	CEMP-MA	RESEARCH, DEVELOPMENT, TEST & EVALU, ARMY
0B	BCF3	CEMP-MA	BASE CLOSURE PART III, AIR FORCE
0A	BCA3	CEMP-MA	BASE CLOSURE PART III, ARMY (BRAC93)
0C	BCA4	CEMP-MA	BASE CLOSURE, ARMY (BRAC95)
03	BCF1	CEMP-MA	BASE CLOSURE, PART I, AIR FORCE
02	BCA1	CEMP-MA	BASE CLOSURE, PART I, ARMY (BRAC I)
08	BCF2	CEMP-MA	BASE CLOSURE, PART II, AIR FORCE
07	BCA2	CEMP-MA	BASE CLOSURE, PART II, ARMY (BRAC91)
0D	BCF4	CEMP-MA	BASE CLOSURE, PART IV, AIR FORCE
1B	ECIF	CEMP-MA	ENERGY CONSERV INVESTMT PROG, AIR FORCE
1A	ECIP	CEMP-MA	ENERGY CONSERV INVESTMT PROG, ARMY
44	FHEC	CEMP-MA	FAMILY HOUSING - ENERGY CONSERVATION INVEST PRG
26	FHAF	CEMP-MA	FAMILY HOUSING, AIR FORCE
42	FHLI	CEMP-MA	FAMILY HOUSING, LINE ITEM IMPROVEMENT

TF LISTING BY MILITARY PROGRAMS PROPONENT OFFICE

TF	ABBR	HQ PROPONENT	DESCRIPTION
40	FHNC	CEMP-MA	FAMILY HOUSING, NEW CONSTRUCTION
4A	MCDA	CEMP-MA	MIL CONSTR DEFENSE ACCOUNT (CHEM DEMIL)
6	MMCR	CEMP-MA	MILITARY CONSTR, ARMY RESERVES, MINOR
20	MCAF	CEMP-MA	MILITARY CONSTRUCTION, AIR FORCE
21	MAFR	CEMP-MA	MILITARY CONSTRUCTION, AIR FORCE RESERVES
23	MMAF	CEMP-MA	MILITARY CONSTRUCTION, AIR FORCE, MINOR
25	MANG	CEMP-MA	MILITARY CONSTRUCTION, AIR NATIONAL
12	MCAR	CEMP-MA	MILITARY CONSTRUCTION, ARMY RESERVES
27	NAAF	CEMP-MA	NON-APPROPRIATED FUNDS, AIR FORCE
60	NAFA	CEMP-MA	NON-APPROPRIATED FUNDS, ARMY
15	PBS	CEMP-MA	PRODUCTION BASE SUPPORT
4C	QOLED	CEMP-MA	QUALITY OF LIFE ENHANCEMENTS, DEFENSE
2A	QOLEA	CEMP-MA	QUALITY OF LIFE ENHANCEMENT, AIR FORCE
4T	CTR	CEMP-MD	COOPERATIVE THREAT REDUCTION
W6	SDCPS	CEMP-MD	DC PUBLIC SCHOOLS
54	DLA	CEMP-MD	DEFENSE LOGISTICS AGENCY
57	DNA	CEMP-MD	DEFENSE THREAT REDUCTION AGENCY (MILCON)*
1U	DERF	CEMP-MD	DEFENSE EMERGENCY RELIEF FUND
Z2	DODO	CEMP-MD	DEPARTMENT OF DEFENSE AGENCIES - MISC
51	DODS	CEMP-MD	DOD DEPENDENT SCHOOLS (MILCON)
91	EAPS	CEMP-MD	ENGINEER ASSISTANCE PROGRAM, SAUDI
W7	SGAO	CEMP-MD	GENERAL ACCOUNTING OFFICE
W8	SHOLM	CEMP-MD	HOLOCAUST MUSEUM
W9	SKENC	CEMP-MD	KENNEDY CENTER
1M	MGLV	CEMP-MD	MAGNETIC LEVITATION
22	MAPF	CEMP-MD	MILITARY ASSISTANCE PROGRAM, AIR FORCE
30	MCN	CEMP-MD	MILITARY CONSTRUCTION, NAVY
4B	BMDO	CEMP-MD	NAT'L MISSLE DEFENSE (BALLISTIC MISSLE)
56	DMA	CEMP-MD	NATIONAL IMAGING & MAPPING AGENCY (MILCON)*
69	NSA	CEMP-MD	NATIONAL SECURITY AGENCY (MILCON)
1P	PRP	CEMP-MD	PENTAGON RENOVATION PROGRAM
66	SAH	CEMP-MD	US SOLDIERS' AND AIRMEN'S HOME
58	DCA	CEMP-MD	DEFENSE COMMUNICATIONS AGENCY

TF LISTING BY MILITARY PROGRAMS PROPONENT OFFICE

TF	ABBR	HQ PROPONENT	DESCRIPTION
4D	SDMDC	CEMP-MD	DEFENSE MANPOWER DATA CENTER
1S	SOCM	CEMP-MD	MILCON, SOUTHERN COMMAND (PANAMA)
85	RDTD	CEMP-MD	RESEARCH, DEVELOPMENT, TEST & EVALU, DOD
WY	SONGV	CEMP-MD	ALL NON-GOVERNMENT ENTITIES
WX	SOOTH	CEMP-MD	ALL OTHER FED DEPARTMENTS & AGENCIES
16	ANC	CEMP-MD	ARLINGTON NATIONAL CEMETERY
53	CEETA	CEMP-MD	COMMUN ELECTRONIC EVAL & TESTING AGENCY
39	MDOD	CEMP-MD	DEFENSE AGENCY (DOD), UNSPECIFIED MINOR
98	DECA	CEMP-MD	DEFENSE COMMISSARY AGENCY (MILCON)
48	DLI	CEMP-MD	DEFENSE LANGUAGE INSTITUTE
WL	SODOE	CEMP-MD	DEPARTMENT OF ENERGY
WJ	SODOI	CEMP-MD	DEPARTMENT OF INTERIOR
WK	SODOJ	CEMP-MD	DEPARTMENT OF JUSTICE, BUREAU OF PRISONS
WI	SODOS	CEMP-MD	DEPARTMENT OF STATE
W4	SOFDA	CEMP-MD	DEPT OF AGRICULTURE, FOOD AND DRUG ADMIN
WM	SONPS	CEMP-MD	DEPT OF INTERIOR, NATIONAL PARK SERVICE
W3	SOINS	CEMP-MD	DEPT OF JUSTICE, IMMIG & NATURALIZATION
WZ	SODOT	CEMP-MD	DEPT. OF TRANSPORTATION, U.S. COAST GUARD
41	DFAS	CEMP-MD	DOD DEFENSE FINANCE ACCOUNTING SYSTEM
46	DODM	CEMP-MD	DOD MEDICAL FACILITIES
43	DODU	CEMP-MD	DOD MEDICAL FACILITIES, UNSPECIFIED MINOR
4S	SOF	CEMP-MD	DOD SPECIAL OPERATIONS FORCE
WW	SOEMA	CEMP-MD	FEDERAL EMERGENCY MANAGEMENT AGENCY
WT	SOFG	CEMP-MD	FOREIGN GOVERNMENTS
70	FMS	CEMP-MD	FOREIGN MILITARY SALES
WA	SHGSA	CEMP-MD	GENERAL SERVICES ADMINISTRATION
3Q	GOCQ	CEMP-MD	GOVERNMENT OF KUWAIT FUNDED CONSTR
WP	SOVOA	CEMP-MD	INTERNAT'L COMMUNICATION AGENCY (VOA)
1K	KWM	CEMP-MD	KOREAN WAR MEMORIAL
13	MAP	CEMP-MD	MILITARY ASSISTANCE PROGRAM
W2	SONAS	CEMP-MD	NATIONAL AERONAUTICAL AND SPACE ADMIN
WS	SOSLG	CEMP-MD	STATE AND LOCAL GOVERNMENTS
55	DOE	CEMP-NE	DEPARTMENT OF ENERGY
W1	SOFHA	CEMP-NE	FARM SERVICES AGENCY

TF LISTING BY MILITARY PROGRAMS PROPONENT OFFICE

TF	ABBR	HQ PROPONENT	DESCRIPTION
76	GOJ	CEMP-NE	GOVERNMENT OF JAPAN
77	GOK	CEMP-NE	GOVERNMENT OF KOREA
3J	GOJC	CEMP-NE	GOVT OF JAPAN FUNDED CONSTRUCTION
6A	HN	CEMP-NE	HOST NATION, JAPAN
17	ARNG	CEMP-NE	MILITARY CONSTR, ARMY NATIONAL GUARD
50	NASA	CEMP-NE	NATIONAL AERONAUTICS & ADMINISTRATION
1N	NWM	CEMP-NE	NATIONAL WAR MEMORIAL
52	NATO	CEMP-NE	NORTH ATLANTIC TREATY ORGANIZATION
59	ONDF	CEMP-NE	OTHER NON-DEFENSE FEDERAL FUNDS
47	VOA	CEMP-NE	VOICE OF AMERICA
XD	SABMC	CEMP-NE	AMERICAN BATTLE MONUMENTS COMMISSION
WE	SOARD	CEMP-NE	APPALACHIAN REGIONAL DEVELOPMENT PROGRAM
WZ	SODOT	CEMP-NE	DEPARTMENT OF TRANSPORATION (US COAST GUARD)
XA	SDOA	CEMP-NE	DEPT OF AGRICULTURE
XB	SDOC	CEMP-NE	DEPT OF COMMERCE
XF	SBIA	CEMP-NE	DEPT OF INTERIOR, BUREAU OF INDIAN AFFAIRS SFO
XE	SFWL	CEMP-NE	DEPT OF INTERIOR, FISH AND WILDLIFE SERVICE SFO
XG	SDEA	CEMP-NE	DEPT OF JUSTICE, DRUG ENFORCEMENT AGENCY
WQ	SFBE	CEMP-NE	DEPT OF JUSTICE, FED BUREAU OF INVESTIGATIONS SFO
XH	SFAA	CEMP-NE	DEPT OF TRANSPORTATION, FEDERAL AVIATION ADMIN SFO
WR	SDOTR	CEMP-NE	DEPT OF TREASURY, INTERNAL REVENUE SERVICE
B1	FUSRP	CEMP-NE	FORMERLY USED SITES REMEDIAL ACTION PROGRAM
WF	SHUD	CEMP-NE	HOUSING AND URBAN DEVELOPMENT ASSISTANCE SFO
WN	SOIBC	CEMP-NE	INTERNATIONAL BOUNDARY COMMISSION
XC	SSMTH	CEMP-NE	SMITHSONIAN INSTITUTE
86	SMPF	CEMP-NE	STATE, MUNICIPALITY AND PRIVATE FUNDS
5U	FUDS	CEMP-RF	DERP, FORMERLY USED DEF SITES (FUDS) DIRECT
5H	BA1E	CEMP-RI	BRAC ENVIR, PART I, ARMY (BRAC I) DIRECT
5A	IRPAD	CEMP-RI	DERP, ARMY INST RESTORATN PROG (IRP), DIRECT
5G	IRPAR	CEMP-RI	DERP, ARMY IRP, REIMB
5L	EQ	CEMP-RI	ENVIRONMENTAL QUALITY REIMBURSIBLE
5P	BF1E	CEMP-RI	BRAC ENVIR, PART I, AIR FORCE, DIRECT
5Q	BF2E	CEMP-RI	BRAC ENVIR, PART II, AIR FORCE, DIRECT

TF LISTING BY MILITARY PROGRAMS PROPONENT OFFICE

TF	ABBR	HQ PROPONENT	DESCRIPTION
5I	BA2E	CEMP-RI	BRAC ENVIR, PART II, ARMY (BRAC91) DIRECT
5R	BF3E	CEMP-RI	BRAC ENVIR, PART III, AIR FORCE, DIRECT
5J	BA3E	CEMP-RI	BRAC ENVIR, PART III, ARMY(BRAC93) DIRECT
5T	BF4E	CEMP-RI	BRAC ENVIR, PART IV, AIR FORCE, DIRECT
5K	BA4E	CEMP-RI	BRAC ENVIR, PART IV, ARMY(BRAC95) DIRECT
5E	C2PF	CEMP-RI	COMPLI, CONSERV & POL PREV, AF, REIMB
5C	C2PA	CEMP-RI	COMPLI, CONSERV AND POLLUTION PREV, REIMB
5F	IRPFR	CEMP-RI	DERP, AIR FORCE IRP, REIMB
5D	IRPLR	CEMP-RI	DERP, DEFENSE LOGISTICS AGENCY IRP, REIMB
5B	IRPOR	CEMP-RI	DERP, OTHER IRP, REIMB
V1	HGSA	CEMP-RS	ENVIRONMENTAL FOR GEN SERVICES ADMIN
WD	EPAO	CEMP-RS & NE	ENVIRONMENTAL PROTECTION AGENCY, OTHER
V3	HTRE	CEMP-RS & NE	DEPARTMENT OF THE TREASURY
VF	HCCC	CEMP-RS & NE	DEPT OF AGRICULTURE, COMMODITY CREDIT CORP
VG	HFSA	CEMP-RS & NE	DEPT OF AGRICULTURE, FARM SERVICE AGENCY
VZ	HAFS	CEMP-RS & NE	DEPT OF AGRICULTURE, FOREST SERVICE
VA	HEDA	CEMP-RS & NE	DEPT OF COMMERCE, ECON. DEVPMNT ADMIN
VL	HDOE	CEMP-RS & NE	DEPT OF ENERGY
VK	HHHS	CEMP-RS & NE	DEPT OF HEALTH AND HUMAN SERVICES
VB	HBIA	CEMP-RS & NE	DEPT OF INTERIOR, BUREAU OF INDIAN AFFAIRS
VC	HBLM	CEMP-RS & NE	DEPT OF INTERIOR, BUREAU OF LAND MGMT
VX	HIBR	CEMP-RS & NE	DEPT OF INTERIOR, BUREAU OF RECLAMATION
VY	HIFW	CEMP-RS & NE	DEPT OF INTERIOR, FISH AND WILDLIFE SERVICE
VD	HNPS	CEMP-RS & NE	DEPT OF INTERIOR, NATIONAL PARK SERVICE
VT	HJBP	CEMP-RS & NE	DEPT OF JUSTICE, BUREAU OF PRISONS
VU	HJFBI	CEMP-RS & NE	DEPT OF JUSTICE, FED BUREAU INVESTIGATION
VH	HFAA	CEMP-RS & NE	DEPT OF TRANSPORT, FEDERAL AVIATION ADMIN
VJ	HFRA	CEMP-RS & NE	DEPT OF TRANSPORT, FEDERAL RAILWAY ADMIN
VI	HCG	CEMP-RS & NE	DEPT OF TRANSPORTATION, U.S. COAST GUARD
WH	EPACG	CEMP-RS & NE	EPA CONSTRUCTION GRANTS PROGRAMS
WU	SUPF	CEMP-RS & NE	EPA SUPERFUND
WG	HEPA	CEMP-RS & NE	EPA, EXCEPT CONSTR GRANTS & SUPERFUND
VP	HFDIC	CEMP-RS & NE	FEDERAL DEPOSIT INSURANCE CORPORATION

TF LISTING BY MILITARY PROGRAMS PROPONENT OFFICE

TF	ABBR	HQ PROPONENT	DESCRIPTION
VN	HFEMA	CEMP-RS & NE	FEDERAL EMERGENCY MANAGEMENT AGENCY
V5	HFDA	CEMP-RS & NE	FOOD AND DRUG ADMINISTRATION
V4	HGAO	CEMP-RS & NE	GOVERNMENT ACCOUNTING OFFICE
V2	HHUD	CEMP-RS & NE	HOUSING AND URBAN DEVELOPMENT
V6	HIHS	CEMP-RS & NE	INDIAN HEALTH SERVICE
VS	HNOAA	CEMP-RS & NE	NATIONAL OCEANIC AND ATMOSPHERIC ADMIN
VM	HPHS	CEMP-RS & NE	PUBLIC HEALTH SERVICE
VQ	HSBA	CEMP-RS & NE	SMALL BUSINESS ADMINISTRATION
VR	HUSPS	CEMP-RS & NE	UNITED STATES POSTAL SERVICE
2F	AFF	NONE	AIR FORCE FURNITURE DESIGN AND PROCUREMENT
62	FRGA	NONE	ALTERNATE CONSTRUCTION, GERMANY
1F	ARMF	NONE	ARMY FURNITURE DESIGN AND PROCUREMENT
64	AFES	NONE	ARMY/AIR FORCE EXCHANGE HQ
65	AFEL	NONE	ARMY/AIR FORCE EXCHANGE, LOCAL
29	BOMAF	NONE	BRAC O&M, AIR FORCE
6C	CDIP	NONE	COMBINED DEFENSE IMPROVEMENT PROGRAM
3N	DBON	NONE	DEFENSE BUSINESS O FUND (NAVY/MC)
3F	DBOF	NONE	DEFENSE BUSINESS OP FUND (AIR FORCE)
3A	DBOA	NONE	DEFENSE BUSINESS OPERATIONS FUND (ARMY)
3D	DBOD	NONE	DEFENSE BUSINESS OPERATIONS FUND (DEFENSE)
61	DFIRA	NONE	DEFENSE OVERSEAS MIL FAC, INVEST RECOV ACCOUNT
4M	DMOM	NONE	DOD MEDICAL FACILITIES, OPER AND MAINT
5M	OMS	NONE	DOD SCHOOLS, OPERATIONS AND MAINT
6B	FIP	NONE	FACILITIES IMPROVEMENT PROGRAM
45	FHMA	NONE	FAMILY HOUSING - MAINTENANCE AND REPAIR
3C	FHRN	NONE	FAMILY HOUSING - O&M REPAIR, NAVY
2M	FHMF	NONE	FAMILY HOUSING, O&M, AIR FORCE
Z1	MOSF	NONE	MODERNIZATION OF U.S. FACILITIES, GERMANY
5N	AFN	NONE	NATO, AIR FORCE
35	NAFN	NONE	NON APPROPRIATED FUNDS (NAVY)
82	NALF	NONE	NON-APPROPRIATED ARMY, LOCAL
24	OMAF	NONE	OPERATION AND MAINTENANCE, AIR FORCE
14	OMA	NONE	OPERATION AND MAINTENANCE, ARMY
49	OMD	NONE	OPERATION AND MAINTENANCE, DOD

TF LISTING BY MILITARY PROGRAMS PROPONENT OFFICE

TF	ABBR	HQ PROPONENT	DESCRIPTION
33	OMN	NONE	OPERATION AND MAINTENANCE, NAVY/MC
28	OTHF	NONE	OTHER AIR FORCE FUNDS
19	OTHA	NONE	OTHER ARMY FUNDS
31	OTHN	NONE	OTHER NAVY FUNDS (HOST NATION)
3G	RPMF	NONE	REAL PROPERTY MAINT, DEFENSE (AIR FORCE)
3E	RPMD	NONE	REAL PROPERTY MAINT, DEFENSE (DEFENSE)
3P	RPMN	NONE	REAL PROPERTY MAINT, DEFENSE (NAVY/MC)
3K	ROKC	NONE	REPUBLIC OF KOREA FUNDED CONSTRUCTION
6E	SACO	NONE	SPECIAL ACTION COMMAND ON OKINAWA
99	TSAL	NONE	TROOP SUPPORT AGENCY, LOCAL
3B	RPMA	NONE	REAL PROPERTY MAINT, DEFENSE (ARMY)

5. The following is the current definition for Interagency and International Services (IIS) (formerly known as Support for Others (SFO)/Work for Others (WFO)) for use in Classifying Work and PROMIS Data Input and Reporting:

Interagency and International Services (IIS) Program (formerly known as Support for Others (SFO)/Work for Others (WFO)): Reimbursable assistance provided by USACE to non-Department of Defense (DoD) Federal agencies (EPA, FEMA, etc. and associated Real Estate support.), State and Local Governments, Native American Nations, U.S. Territorial Governments, U.S. Private Firms, International Organizations and Foreign Governments.

By exclusion, any work that falls outside the Corps' Civil, Military or Real Estate core missions listed below will be classified as IIS.

Civil Works Programs	Acronym
Civil Works Construction General	CWCG
Civil Engineering and General Investigation	CEGI
Civil Works Operations and Maintenance	CW O&M
Formerly Used Sites, Remedial Action Program	FUSRAP
Mississippi River and Tributaries	MR&T
Regulatory and Emergency	Reg/Emerg
Civil Works Research, Development, Technology and Evaluation	CW RDT&E

Interagency and International Services (IIS) Definition (Cont'd)

Military Programs	Acronym
Major Military Construction	MILCON
(BRAC, Army, Air Force, DoD, Navy, NMD, Chemical Demilitarization, etc.)	
Department of Defense Reimburseable	DoD Reimb
(O&M, FH O&M, NAF, DLA, AFES, PBS, MAP, NSA, CTR, etc., etc.)	
Installation Support	IS (Inst Spt)
Formerly Utilized Defense Sites	FUDS
Installation Restoration	IR
Foreign Military Sales/Other Security Assistance	FMS
Host Nation Support	HNS
(Japan, Korea, Europe and NATO)	
Military Research, Development, Technology and Evaluation	MIL RDT&E
Defense Burden Sharing (Kuwait, etc.)	---

Real Estate	Acronym
Home Owners Assistance Program	HAP
Army and Civil Works Real Estate	RE Support
Department of Defense Recruitment	DoD Recrut

Detailed guidance on accepting and performing IIS work is provided in ER 1140-1-211. **Questions on the classification of work as IIS may be addressed to Mr. Don Kisicki, CEMP-NE, 202-761-4273 or the POC for the definition, Mr. Phil Pinol, CEMP-MP, 202-761-1321.**

SECTION 3 INSTALLATION SUPPORT PROGRAM

MILITARY PROGRAMS INSTALLATION SUPPORT (IS) PROGRAM
(SRM Support to Directorates of Public Works)

1. The Commander's goal is to have a PM forward at each major Army installation. However, command resources do not allow funding of this goal on the short term. Priority focus of the PM-Forward activities is to place PM-Forwards at those installations that are Power Projection Platforms, Power Support Platforms and those OMA-funded installations that will have a Stryker IBCT or Objective Force at the installation. Other PM Forward positions are funded by a combination of district, other program funds, and customers

2. To the maximum extent possible, all checkbook funds should be allocated during the 1st and 2nd quarters to allow adequate execution rates and development of an execution plan that meets Army customer needs. Manpower funds will be allocated quarterly. All installation support funds will be allocated at the appropriate AMSCO level.

3. Installation Support direct funds are regional assets. Work accomplished by districts, using MSC installation support funds will have appropriate district overhead applied to the work. Regional support and integration of installation support are MSC missions and will be treated as such in the application of overhead rates.

4. Use of Installation Support Funds:

- It is appropriate for all IS personnel to provide "baseline support" to any customer.
- Any OMA funded customer and project may receive services funded by the IS Checkbook funds or directly from IS personnel.
- All non-OMA customers/projects may only receive baseline support on a non-reimbursable basis; all other support or services must be reimbursable using the appropriate fund source.
- Direct IS funds generally should not be used to provide financing for specific M&R or New Work projects, nor used to provide funding for design, maintenance, repair or new work projects.
- Service or studies for OMA-funded initiatives, such as project development, scoping, DD1391 preparation, IDIQ-contract development, is an appropriate use for OMA IS funds.

- OMA funds may be used in support of 'Army Working Capital Fund' (AWCF) installations and installations with similar revolving funds, but, the purpose of AWCF or similar funds is to be self-supporting, and MSCs should seek reimbursement for services provided.

5. The MSCs provide regional support to installations. Using checkbook funds, MSCs can purchase individual, direct support services for installations from districts, labs, CXs or other sources. **The POC is Peter Almquist, 202-761-5775.**

MANPOWER ALLOCATION

1. The initial FY 04 manpower allocations are based on a review and analysis of several factors that include workload, funding levels, utilization trends, budget proposals, and full-time equivalent (FTE) ceiling limitations and targets. Based on our best projections, we feel that each command is receiving the manpower resources necessary to accomplish its respective missions. Each command should review the initial manpower allocation and provided comments per the CERM Manpower Home Page, Calendar of Events.

2. Local Commanders have flexibility in the internal distribution of the manpower allocations and execution within their respective commands to ensure the most efficient and economic utilization of manpower resources. Therefore, if during the year a command determines that their allocation is insufficient to execute actual workload, they should first adjust within the command, and then, if necessary come forward to HQUSACE with a request for additional resources.

UTILIZATION PLANS

1. This initial manpower allocation for Fiscal Year 2004 is sent out for your information and use in developing your respective utilization plans for the year. The initial utilization plans for military funded and civil funded civilians are due 10 working days after receipt of the final FY 04 manpower allocations. Utilization Plans involve two distinct projections that in turn estimate execution of military funded as well as civil funded manpower resources. The Civilian Employment Plan (CEP) is a projected execution by activity and appropriation (OMA, RDTE and MCA) detailing usage of your military funded manpower resources. Likewise, the Civil Works Utilization Plan (CWUP) is the planned execution by Core activity (CORE) and Support for Others (SFO). Mid-year adjustments to the initial utilization plans will not be used for CMR purposes. Quarterly updates will be used to monitor manpower execution and will influence future requirements of manpower to HQDA and OMB. Refer to RM Table 5 for further information on the CMR Utilization metric.

2. Headquarters is not retaining a reserve of FTE. We will therefore readjust from among the commands based on past as well as projected utilization patterns. Each command is authorized to exceed their final allocation by up to two percent in the year of execution and is expected to manage their hire lag aggressively to obtain the optimum use of manpower resources.

3. We will continue to focus attention this fiscal year to maintaining our activities relative to several manpower programs receiving increased emphasis from DA and OMB. This includes initiatives mandated by the Federal Activities Inventory Reform (FAIR) Act, the President's management agenda – competitive sourcing initiatives, and various actions supporting The Army Stationing Installation Plan (ASIP), the Total Army Analysis (TAA) and The Army Transformation.

MILITARY FUNDED MANPOWER

1. The February 2003 Army Program Objective Memorandum (POM) submission (FY 05-09 POM) is the primary basis for the FY 04 allocation. The POM and program manager input, as well as your projection of out year workload impacted the FY 04-06 allocations.

2. As background, the Program Budget Guidance (PBG) is the document published by HQDA that gives USACE its military-funded manpower authorizations (end strengths rather than FTE). What we have attempted to do in the FY04 FTE Allocation is provide an overall execution year FTE target that approximates the authorizations in our PBG, and positions USACE to fully execute the manpower resources provided to us by HQDA. We internally reallocate FTE within the year of execution to accommodate changes in workload that you have reported to us.

3. The controlling factor within USACE in measuring manpower utilization will continue to be FTE. However, end strength numbers remain important, as they will continue to be monitored and reported to higher headquarters. HQDA will continue to "grade" USACE and the rest of the MACOMs on their manpower execution by measuring on-board strength (faces) against authorizations/end strengths in the PBG. To assist us in responding to HQDA civilian execution taskings, and in understanding more fully the relationship between your on-board strength (faces) and FTE execution, the CEP submission will include a column showing your on-board strength (faces) along with the planned FTE execution. Since most military-funded manpower in USACE is full-time, there should not be a problem in continuing to measure FTE internally in the CMR, while at the same time HQDA is measuring us using end strength. The variance between the two measurements should be minimal, and explainable. In fact, since some of you are aggressively pursuing part-time employment programs and other initiatives such as summer hires and visiting researchers, our expectation is that on-board strength (faces) may well exceed FTE execution. This does not cause a problem at HQDA since slight over execution is perceived more positively than under execution. CERM-M will publish the revised report format via the Manpower Bulletin.

4. Accurate planning for the execution of manpower is critical to insure maximum utilization of available resources. Timely and accurate submission of the Civilian Employment Plans (CEP) is essential. MSCs and districts should monitor both their end strength and FTE execution on a monthly basis, and relate the two to ensure that both are being reported accurately.

5. Commands must ensure that all military funded work is accurately charged in CEFMS. This will allow for accurate capture of utilization in the Manpower Utilization Module. Reports are due to CERM-M NLT the 10th working day of the month.

SECTION 3 MANPOWER

CIVIL WORKS FUNDED MANPOWER

1. The initial FY 04 FTE allocation is based on workload representing historic funding levels with an allowance for three-percent inflation in the outyears. Therefore, no FTE was withheld for congressional actions.

2. Adjustments to the initial allocation will be based on field comments and guidance from the Director of Civil Works, HQUSACE.

3. Complete and timely submission of Civil Works Usage Plans (CWUP) is important. Reports are due to CERM-M NLT the 10th working day of the month.

ED&M MANPOWER MANAGEMENT

1. Due to the increased interest in execution of the Executive Direction and Management (ED&M) resources within USACE we are adding a new CMR metric. It is assumed that the results of the USACE 2012 effort will be the resizing of the ED&M workforce downward from FY 2003 levels and that this adjusted workforce will be fully funded to perform the reengineered functions and tasks.

2. Each MSC, FOA and HQUSACE receiving ED&M manpower authorizations will report quarterly a) the authorized strength, b) the current on-board strength, and c) the FTE utilized, by GE and OMA. CERM-M will publish the format via the Manpower Bulletin. The ED&M reports are due 10 working days after the end of each quarter until CEEMIS provides the data automatically. **The POC is Peter Glyer, 202-761-0703.**

UNIFORMED MANPOWER ALLOCATIONS
AND
GRADE CEILINGS FY 04(0104)

	MILITARY FUNDED									CIVIL WORKS FUNDED								
	OFF						WO	EN	TOTAL	OFF						WO	ENL	TOTAL
ORG	GO	06	05	04	03	02				GO	06	05	04	03	02			
HNC	0	1	1	1	0	0	0	0	3	0	0	0	0	0	0	0		0
LRD	0	1	1	0	0	0	0	0	2	1	4	11	9	24	0	0		49
MVD	0	0	0	0	0	0	0	0	0	1	7	7	10	17	0	0		42
NAD	1	1	4	2	2	0	0	0	10	0	5	4	5	18	0	0		32
NWD	0	1	3	0	0	0	0	0	4	1	4	3	5	14	0	0		27
POD	0	3	4	1	3	0	0	6	17	1	1	1	3	7	0	0		13
SAD	0	1	3	3	2	0	0	0	9	1	4	5	5	5	0	0		20
SPD	0	1	2	1	0	0	0	0	4	1	2	4	5	13	0	0		25
SWD	0	1	1	1	0	0	0	0	3	1	4	4	1	21	0	0		31
TAC	1	3	1	0	2	0	0	0	7	0	0	0	0	0	0	0		0
D/C Total	2	13	20	9	9	0	0	6	59	7	31	39	43	119	0	0		239
ERDC	0	1	0	1	0	0	1	6	9	0	1	2	4	10	0	0		17
Lab Total	0	1	0	1	0	0	1	6	9	0	1	2	4	10	0	0		17
HECSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0
FOA Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0
249th PPB	0	0	1	2	4	0	9	194	210	0	0	0	0	0	0	0		0
PP School	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0		0
Total 249th	0	0	1	2	4	0	10	203	220	0	0	0	0	0	0	0		0
TRG	0	2	1	0	0	0	0	0	3	0	0	0	0	0	0	0		0
AMHA	1	1	1	1	0	0	0	4	8	2	7	14	11	9	0	1		44
HQ Total	1	3	2	1	0	0	0	4	11	2	7	14	11	9	0	1	0	44
Cmd Total	3	17	23	13	13	0	11	219	299	9	39	55	58	138	0	1	0	300

AMHA has 3 AGR (non-add) 1-O6, 1 O5, 1 O4
HNC has 1 AGR (non-add) O5

UNIFORMED MANPOWER ALLOCATIONS
AND
GRADE CEILINGS FY 05-06

	MILITARY FUNDED									CIVIL WORKS FUNDED								
	OFF						WO	EN	TOTAL	OFF						WO	ENL	TOTAL
ORG	GO	06	05	04	03	02				GO	06	05	04	03	02			
HNC	0	1	1	1	0	0	0	0	3	0	0	0	0	0	0	0		0
LRD	0	1	1	0	0	0	0	0	2	1	4	11	9	24	0	0		49
MVD	0	0	0	0	0	0	0	0	0	1	7	7	10	17	0	0		42
NAD	1	1	4	2	2	0	0	0	10	0	5	4	5	18	0	0		32
NWD	0	1	3	0	0	0	0	0	4	1	4	3	5	14	0	0		27
POD	0	3	4	1	3	0	0	6	17	1	1	1	3	7	0	0		13
SAD	0	1	3	3	2	0	0	0	9	1	4	5	5	5	0	0		20
SPD	0	1	2	1	0	0	0	0	4	1	2	4	5	13	0	0		25
SWD	0	1	1	1	0	0	0	0	3	1	4	4	1	21	0	0		31
TAC	1	3	1	0	2	0	0	0	7	0	0	0	0	0	0	0		0
D/C Total	2	13	20	9	9	0	0	6	59	7	31	39	43	119	0	0		239
ERDC	0	1	0	1	0	0	1	6	9	0	1	1	3	12	0	0		17
Lab Total	0	1	0	1	0	0	1	6	9	0	1	1	3	12	0	0		17
HECSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0
FOA Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0
249th PPB	0	0	1	2	4	0	9	194	210	0	0	0	0	0	0	0		0
PP School	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0		0
Total 249th	0	0	1	2	4	0	10	203	220	0	0	0	0	0	0	0		0
TRG	0	2	1	0	0	0	0	0	3	0	0	0	0	0	0	0		0
AMHA	1	1	1	1	0	0	0	3	7	2	7	14	11	9	0	1		44
HQ Total	1	3	2	1	0	0	0	3	10	2	7	14	11	9	0	1	0	44
Cmd Total	3	17	23	13	13	0	11	218	298	9	39	54	57	140	0	1	0	300

AMHA has 4 AGR (non-add) 1-O6, 1 O5, 1 O4, 1 E9
HNC has 1 AGR (non-add) O5

FY 04 INITIAL FTE ALLOCATION

Organization	Civil Works	Military	Total
LRD	4,270	414	4,684
MVD	5,344	138	5,482
NAD	2,308	1,330	3,638
NWD	3,930	1,065	4,995
POD	296	1,641	1,937
SAD	2,958	1,001	3,959
SPD	1,816	587	2,403
SWD	2,352	688	3,040
MSC Subtotal	**23,274**	**6,864**	**30,138**
HNC	70	580	650
TAC	2	309	311
ERDC	673	1,288	1,961
MDC	30	0	30
UFC	187	100	287
Center Subtotal	**962**	**2,277**	**3,239**
IWR	156	0	156
HECSA	88	77	165
Prime Power School	0	24	24
249th AUG TDA	0	7	7
Other Subtotal	**244**	**108**	**352**
HQ	450	270	720
TRG	0	133	133
HQ Subtotal	**450**	**403**	**853**
USACE TOTAL	***24,930***	***9,652***	***34,582***

PMBP DEPLOYMENT SCHEDULE FOR P2

P2 is an automated information system (AIS) to effectively manage all programs and projects in the U.S. Army Corps of Engineers. Its functions include the capability to scope, develop and track critical path networks, assign resource estimates, compare estimated costs to actual costs, perform earned value analysis, and maintain a historical record of a project. For an overview briefing on P2, go to http://www.hq.usace.army.mil/pmbp/P2/p2brief/index.htm.

P2, as a project and programs management tool, provides structure and support to the Corps corporate, regional, and district-level and project management business processes. Additionally, P2 provides for a corporate database utilized for decision support capability, utilizing on-line analytical processing (OLAP) tools to display Corps management information in various views and to generate customized reports.

P2 is a commercial off the shelf (COTS) solution. The application is a 3-tier architecture accessible through a web browser on the client. It is the sole Project Management Automated Information System (PM-AIS) for the Corps. To view a flow chart describing the processes in Oracle Projects and Primavera Project Planner Expedition (P3e), go to the following site: http://www.hq.usace.army.mil/pmbp/P2/P2_Process Flow.gif.

P2 is a major technological enhancement of the legacy system, PROMIS, already fielded. PROMIS was a significant leap forward in project management capability for the Corps. It integrated the business functions of multiple, redundant AIS into a single technology solution. It has proven effective in meeting its limited objectives. However, subsequent to the fielding of PROMIS, advances in technology have rendered the system incapable of fulfilling today's requirement of programs and project management, resource management, virtual project team and regional business center concept.

For planning purposes, the following deployment guidance is provided:

- Preliminary Meetings/Pre deployment discussions - 80 manhours
- Data Conversion of historical PROMIS data - 80 manhours
- System Installation - 160 manhours
- General Support - 280 manhours
- Estimated Total Manhours to support the P2 Deployment: 600 manhours

Assumptions:

- Deployment will be between January and June FY04
- Hours based on a deployment team of four individuals at the district
- User of PROMIS and data conversion required
- The sustainment phase of deployment will be the remainder FY04 (Jun-Sep)

For a district who has not used PROMIS and therefore does not have any or very limited historical PROMIS data in which they would like converted over P2, the required data conversion manhours are straight forward.

PMBP CURRICULUM TIME TRAINING ESTIMATE

For an overview on the PMBP curriculum, click on the following site:
http://www.hq.usace.army.mil/pmbp/curriculum.html.
Course 6 Training Strategy Summary:

Completion Goals

- Modules 6-1 and 6-2: 3-4QFY03 (facilitates use of the business process manual, development of local procedures, and planning for P2).
- Modules 6-3 thru 6-6: 4QFY03-2QFY04 depending on P2 deployment schedule at your location.
- P2 System Hands-on Training: No sooner than 3 weeks before P2 is deployed at your location.

Target Groups	Modules/Course	*% of Total Org	Hours required (CD and SGD)
Course 6: Working in the PDT			
Executive members (DE, DDEs, Division/Office Chiefs)	All modules	3-5%	10-12
Process Mentors (business process owners/subject matter experts)	All modules	5-10	20-30 (depending on base level of understanding)
Core PDT Members (including resource providers and operating project managers)	All modules	60 + or –	40 (includes PMBP manual); 3 SGDs
PDT members who are part-time or have supporting roles (includes operating project staff; Administrative and G&A staff)	6-1, 6-2, 6-4, 6-6	30-40	8-10 (Overview for familiarization; 2 SGDs)
Formal Training: P2 Hands-on			
Executive level	P2 Overview	5-10	8
PMBP PDT workforce	Detailed hands-on	30-60	36
Management & Analysis	Role-specific detail	2-3%	24+
P2 Local Configuration Manager	Role-specific detail	Less than 1%	8
Web-Based PDT Course	Detailed hands-on	30-40%	Options are currently being explored.

Note these represent % of the **total** organization and are offered as guidelines. The final decision on level of training is a local one. Sufficient numbers of disks will still be provided for all employees to have a complete set of Course 6.

Course 7&8 will be deployed in 1st Qtr FY04.

The Preparing for P2 guide has a more detailed description and costs for each course. See the following web site at: https://pmbp.usace.army.mil/images/usace/library/pdf/Preparing_for_P2.pdf#page=70 The intent is to continue normal training and do PMBP training in addition. The training cost will increase overhead rates (especially departmental OH). HQ will no longer rate MSC on total labor multipliers (TLM). The MSC S&A checkbooks have been reimbursed from the HQ S&A reserve for the estimated cost of training the staff funded from the military S&A flat rates (see S&A in this section).

"DRAFT"
EXECUTIVE DIRECTION AND MANAGEMENT (ED&M)
(OMA-ED&M IAW POM DATA BASE OF 6/25/03)
$000

COMMAND	GENERAL EXPENSES (GE) 96X3124								OPERATIONS & MAINTENANCE, ARMY (OMA) 21 Y 2020							
	FY 02 (ACT OBLIG)		FY 03 (BGT)		FY 04 (PROG)		FY 05 (PROG)		FY 02 (ACT OBLIG)		FY 03 (BGT)		FY 04 (PROG)		FY 05 PROG)	
	FTE	FUNDS	FTE	FUNDS	FTE	FUNDS	FTE	FUNDS	FTE	FUNDS	FTE	FUNDS	FTE	FUNDS	FTE	FUNDS
LRD	81	10,920	81	10,677	82	10,464	82	11,088	13	1,516	13	1,505	13	1,545	13	1,602
MVD	83	10,375	84	10,206	84	9,848	84	10,435	0	0	0	0	0	0	0	0
NAD	71	9,846	72	9,789	72	9,446	72	10,009	26	2,857	26	2,814	26	2,890	26	2,997
NWD	73	9,919	74	9,654	74	9,316	74	9,871	21	2,494	21	2,412	21	2,477	21	2,568
POD	20	3,257	20	3,239	20	3,126	20	3,312	54	7,024	54	7,067	54	7,259	54	7,526
SAD	75	10,455	76	10,511	76	10,143	76	10,747	20	2,465	20	2,414	20	2,480	20	2,571
SPD	73	10,348	74	10,230	74	9,872	74	10,460	18	2,053	18	1,999	18	2,054	18	2,129
SWD	70	8,800	71	8,588	71	8,287	71	8,781	21	2,009	21	1,931	21	1,984	21	2,057
TOTAL MSC	**546**	**73,919**	**552**	**72,892**	**553**	**70,501**	**553**	**74,703**	**173**	**20,418**	**173**	**20,142**	**173**	**20,689**	**173**	**21,450**
HQ: OPERATING BGT	419	49,292	420	51,770	420	50,086	420	53,071	271	29,606	271	29,939	278	32,394	278	34,833
PROG ACCOUNTS	0	9,635	0	7,848	0	20,648	0	8,000	0	0	0	0	0	0	0	0
TOTAL HQ	**419**	**58,927**	**420**	**59,619**	**420**	**70,734**	**420**	**61,071**	**271**	**29,606**	**271**	**29,939**	**278**	**32,394**	**278**	**34,833**
HECSA: HEC PORTION	85	7,860	85	8,374	85	8,213	85	8,703	41	4,959	41	4,852	41	6,591	41	6,881
HQ PORTION	0	9,157	0	8,801	0	8,626	0	9,141	0	1,318	0	1,289	0	1,751	0	1,828
SUBTOT HECSA	85	17,016	85	17,175	85	16,840	85	17,844	41	6,277	41	6,142	41	8,342	41	8,709
ERDC	2	283	2	274	2	269	2	285	0	0	0	0	0	0	0	0
IWR	25	4,965	25	4,734	25	3,309	25	3,506	0	0	0	0	0	0	0	0
UFC	10	1,005	10	1,008	10	988	10	1,047	10	867	10	843	10	830	10	878
TOTAL OTHER FOA	**122**	**23,269**	**122**	**23,191**	**122**	**21,406**	**122**	**22,682**	**51**	**7,144**	**51**	**6,985**	**51**	**9,172**	**51**	**9,587**
SUBTOTAL	**1,087**	**156,115**	**1,094**	**155,702**	**1,095**	**162,641**	**1,095**	**158,456**	**495**	**57,167**	**495**	**57,066**	**502**	**62,255**	**502**	**65,870**
UNDISTRIBUTED	0	0	0	1,611	0	8,359	0	1,544	0	0	0	0	0	0	0	0
GRAND TOTAL	**1,087**	**156,115**	**1,094**	**157,313**	**1,095**	**171,000**	**1,095**	**160,000**	**495**	**57,167**	**495**	**57,066**	**502**	**62,255**	**502**	**65,870**
(ceiling+adj)		($153+3.9)		($155-1+3)		(171)		($176-6-10)								

Footnotes:
1. The "official" USACE CCG is published by CERM-P, 3 times a year. This is solely an **update of the ED&M portion** as approved by the **SPBAC of 17 Apr 03**.
2. FY03 **GE** "GRAND TOTAL" line **reflects** the Budget Authority of $154.1M plus $3.2M in PFY deobligations.
3. FY03 **OMA** funding **reflects distribution** of Congressional/Funding letter **cuts** to the ED&M program of $2276K (AHMA=$1078K & E3RE=$1198K).
4. FY04 **GE** "Undistributed" **includes** $6M which was initially targeted for CSRS Retirement & may be cut during the yr of execution

POC: Judy Champion, 202-761-1820
CERM-B/4 July 2003 (Rev #15)

SECTION 3 SUPERVISION & ADMINISTRATION (S&A)

The Board of Directors (BOD) approved the Supervision and Administration (S&A) Regionalization proposal on 16 August 1999 to improve the method of S&A management and to promote the regional business center concept. Implementation took place on 1 October 1999 and an S&A "checking account" was established for each MSC. MSCs took ownership of these funds and are responsible for managing on a break-even basis over the long term. S&A Regionalization works by crediting future gains and losses to each MSC S&A checking account.

S&A operates out of the Civil Works Revolving Fund and must meet the nominal balance requirement like other accounts in the Revolving Fund. Gains or losses in the MSC checkbooks can caused the Corps-wide S&A accounts (HQ MILCON and O&M reserves + MSC checking accounts) to be outside the nominal balance requirement (4 months S&A expense ± 1 months expense). **Therefore MSC will have a nominal balance limits for their checkbook account. For FY 03 and beyond the upper limit is 2.5 (plus the PMBP training adjustment) months expense (average projected for the year) and the lower limit is .5 months expenses. MSC Balances in excess of this amount will become a part of the HQ reserve. Plans that cause the balance to fall below the minimum will be adjusted or requires justification for HQ approval.** MSC are still expected to recoup their losses.

S&A Regionalization provides an incentive for MSCs to wisely manage their regional S&A accounts. If their expenses stay below their income, they grow a balance for use during low-income phases of the construction. If their expenses exceed income, they must take action to reduce costs to stay within their finite account. The regional S&A management approach has a more "forward" focus; it promotes wise investments in the workforce, which produce long-term benefits, and gives MSCs greater flexibility in responding to customer needs.

The tables on the following page reflect MSC "target" S&A rates for the next three fiscal years. They were developed based on placement and expense projections submitted to HQUSACE. **The adjustment made to the MSC checkbook account at the start of FY 03 to cover the training expense to implement PMBP and P2 may be carried over to FY 04 in addition to the 2.5 months expense.** "Target" S&A rates are shown in the table below. Acceptable variation from the "target S&A rates are ±. 3% for MILCON, ±. 4% for O&M, and ±. 6% for DERP. **The POC is Phil Blount, 202-761-1267.**

Target S&A Rates

FY 04	MILCON	O&M	DERP
LRD	5.8%	6.9%	8.0%
NAD	5.8%	7.2%	7.9%
NWD	5.7%	6.8%	8.0%
POD	6.5%	8.0%	8.5%
SAD	5.8%	7.0%	8.2%
SPD	5.6%	6.5%	7.7%
SWD	5.5%	6.5%	8.1%
TAC	8.0%	10.0%	N/A

FY 05	MILCON	O&M	DERP
LRD	5.8%	6.7%	7.9%
NAD	6.0%	7.2%	8.0%
NWD	5.7%	6.8%	8.0%
POD	6.5%	8.0%	8.5%
SAD	5.8%	7.0%	8.2%
SPD	5.6%	6.5%	7.8%
SWD	5.6%	6.5%	8.0%
TAC	8.0%	8.0%	N/A

FY 06	MILCON	O&M	DERP
LRD	5.8%	6.5%	8.0%
NAD	6.2%	7.4%	8.0%
NWD	5.7%	6.8%	8.0%
POD	6.5%	8.0%	8.5%
SAD	5.8%	7.0%	8.0%
SPD	5.6%	6.4%	7.8%
SWD	5.7%	6.5%	8.0%
TAC	8.0%	8.0%	N/A

SECTION 3 COST OF DOING BUSINESS

Command Management Review performance targets including General and Administrative (G&A) overhead, Chargeability factor and Total Labor Multiplier (TLM) are given to evaluate data derived from the Cost of Doing Business (CODB) report. The objectives of establishing (CODB) targets are to provide a basis for benchmarking and decision making, to encourage better management of resources and to improve financial analysis. The guidance is intended to advise the Regional Management Boards (RMB) and to enable development of multi-year Command Operating Budget at each operational activity. These performance targets are based upon historical achievements, fiscal policy changes, industry indexes and strategic corporate objectives.

The various rates have been adjusted generally upward to account for workforce development, expansion of outsourcing, OMB Circular A-76 mandates, military overseas transformation and implementation of the Consolidated Departmental Overhead (CDO) concept. Special consideration of higher operating costs has been given to OCONUS operations and smaller districts. The annualized amount of the direct labor base has been recognized as justification for incorporating economies of scale where appropriate to G&A and TLM rates. Additional information may be found at ftp://ftp.hq.usace.army.mil/CODB/documentation.

The CODB performance targets for Districts **participating in CDO** are as follows:

	FY 04	FY 05	FY 06
G&A			
CONUS Civil (S)	.33	.33	.32
(M)	.28	.28	.27
(L)	.25	.25	.24
OCONUS Civil	.34	.34	.33
CONUS Military (S)	.26	.26	.25
(L)	.24	.24	.23
OCONUS Military	.32	.32	.31
TLM			
Civil (S)	2.58	2.57	2.56
(M)	2.56	2.55	2.54
(L)	2.54	2.53	2.52
Military	2.47	2.46	2.45
Chargeability			
Military and Civil	.60	.60	.60

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

The CODB performance targets for Districts **not participating in CDO** are as follows:

	FY 04	FY 05	FY 06
G&A			**
CONUS Civil (S)	.34	.33	TBD
(M)	.29	.28	"
(L)	.26	.25	"
OCONUS Civil	.34	.34	"
CONUS Military (S)	.27	.26	"
(L)	.25	.24	"
OCONUS Military	.33	.32	"
TLM			
Civil Design (S)	2.65	2.59	TBD
(M)	2.61	2.57	"
(L)	2.57	2.55	"
Civil Planning	2.61	2.59	"
Civil Construction	2.53	2.52	"
Civil O&M (S)	2.52	2.51	"
(M)	2.39	2.38	"
(L)	2.35	2.34	"
Military Design (Non-DERP)	2.50	2.49	"
Military Design DERP	2.51	2.50	"
Military Construction	2.47	2.46	"
Military Real Estate	2.45	2.44	"
Chargeability			
Military and Civil	.60	.60	TBD

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

**** To Be Decided due to CDO implementation**
The POC is Bob Corace, 202-761-5554.

$	CATEGORY	TARGET	<GREEN	>AMBER<		RED>
Military	CONUS CDOs	26%	29%	29%	31%	31%
Military	CONUS CDOI	24%	26%	26%	29%	29%
Military	OCONUS CDO	32%	35%	35%	38%	38%
Military	CONUSs	27%	30%	30%	32%	32%
Military	CONUSI	25%	28%	28%	30%	30%
Military	OCONUS	33%	36%	36%	40%	40%
Civil	CONUS CDOs	33%	36%	36%	40%	40%
Civil	CONUS CDOm	28%	31%	31%	34%	34%
Civil	CONUS CDOI	25%	28%	28%	30%	30%
Civil	OCONUS CDO	34%	37%	37%	41%	41%
Civil	CONUSs	34%	37%	37%	41%	41%
Civil	CONUSm	29%	32%	32%	35%	35%
Civil	CONUSI	26%	29%	29%	31%	31%
Civil	OCONUS	34%	37%	37%	41%	41%

Green: Less than 10% above Target
Amber: 10% or more but, less than 20% above target
Red: Greater than 20% above target

G&A Overhead (example = FY 04 targets)

$	CATEGORY	<GREEN	>AMBER<		RED>
Military	CDO	2.47	2.48	2.59	2.59
Military	Real Estate	2.45	2.46	2.57	2.57
Military	Design	2.50	2.51	2.63	2.63
Military	Design, Derp/Brac	2.51	2.52	2.64	2.64
Military	Construction	2.47	2.48	2.59	2.59
Civil	CDOs	2.58	2.59	2.71	2.71
Civil	CDOm	2.56	2.57	2.69	2.69
Civil	CDOI	2.54	2.55	2.67	2.67
Civil	DESIGNs	2.65	2.66	2.78	2.78
Civil	DESIGNm	2.61	2.62	2.74	2.74
Civil	DESIGNI	2.57	2.58	2.70	2.70
Civil	Planning	2.61	2.62	2.74	2.74
Civil	Construction	2.53	2.54	2.66	2.66
Civil	O&Ms	2.52	2.53	2.65	2.65
Civil	O&Mm	2.39	2.40	2.51	2.51
Civil	O&MI	2.35	2.36	2.47	2.47
		Better<<<<	<<<<<<<	>>>>>>>	Worse

Green: Less than or equal to Target
Amber: Greater but, less than 5% above target
Red: Equal or greater than 5% above target

TLM (example = FY 04 targets)

Chargeability

Green:	≤ 3% below target OR < 7% above target i. e. 58% to 64%.
Amber:	>3% below target and <7% below target OR ≥ 7% above target and <12% above target i.e. 57% or (65% to 66%)
Red:	≥ 5% below target OR ≥ 12% above target i. e. (56% and below) or (67% and above)

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 (FFS). This section addresses FFS only, which pays for operations, maintenance and PRIP payback. FFS is a site license charged to user field offices.

2. The following are the site license fees for FY 04 and estimated for 05 and 06. These fees are based on the amounts submitted in the Information Technology Investment Portfolio System (ITIPS). All AIS FY 04 and FY 05 budget figures have been reviewed by the Cross Functional Assessment Team (CFAT) and approved by the Executive Functional Assessment Team with the exception of OMBIL which is a mandatory charge for PRIP payback. The budget figures shown represent the best information available at this time and may change prior to FY 04.
A more detailed breakout is at the following link: ftp://ftp.hq.usace.army.mil/CERM/FY04SiteLicense.xls which reflects charges to each activity/office down to the district level.

3. An attempt was made to include all known IT/AIS charges to the field, regardless of billing methodology or source. Therefore, included are systems in which the Headquarters manages the centralized billing as well as those that are managed by other USACE sites such as CEEIS which is billed by ERDC and CEALS which is billed by the HECSA Office of Counsel. Also included are SPS that is billed directly by The Army. CASE and NUMMODS are voluntary systems in which activities will determine whether they get billed based on their decision to use them.

AIS	Est # Licenses FY 04	Fee per Lic FY 04	Fee per Lic FY 05	Fee per Lic FY 06
PCASE	20	$20,020	$20,020	$20,020
VIMS	48	4,448	0	0
APPMS	58	7,491	8,310	8,310
CACES/EP1110-1	266	4,662	4,662	4,662
RECIS	1,171	105	289	289
REMIS	1,114	901	0	0
RMS	291	5,840	0	0
SPS	45	5,800	5,800	5,800
PPDS	56	6,250	0	0
ACASS/CCASS	13,606	85	0	0
PROMIS	45	20,000	0	0
CWMS	214	9,988	3,505	3,505
DrChecks	43	9,366	10,123	10,123
SPECS INTACT	42	5,976	5,976	5,976
NUM MODS	38	23,842	25,789	25,789
NRRS	25	8,000	8,000	8,000
CASE	44	14,018	14,045	14,045
CEFMS/CEEMIS	37,890	348	347	347
P2	0	0	0	0
CEALS	5,000	Varies	Varies	Varies
OMBIL	56	27482	27482	27482

IT CHARGES (CONT'D)

Infrastructure	Est # Licenses FY 04	Fee per Lic FY 04	Fee per Lic FY 05	Fee per Lic FY 06
CEEIS	38,492	762	777	803

1/ The criteria for determining the site license fees are as follows:

PCASE (Pavement Computer Assisted Structural Engineering) - Based on the total cost divided evenly between those districts utilizing the programs.

VIMS (Vehicle Information System – Total cost equally divided among organizations which have vehicles.

APPMS (Automated Personal Property Management System) – Total cost equally divided among 58 organizations required to have a property book.

CACES (Computer Aided Cost Engineering System)/EP1110-1-8 (Equipment Manual) – Total cost is allocated based on the number of authorized Cost Engineer manpower spaces at each district/FOA.

RECIS (Real Estate Corporate Information System) – Based on the number of projected FY 04 RE positions at the district/FOA, HQ's and MSC's divided by the total number of projected RE positions which gives us a percent times the total cost.

REMIS (Real Estate Management Information System) – Based on the number of projected FY04 RE positions at the district/FOA divided by the total number of projected RE positions which gives us a percent times the total cost.

RMS (Resident Management System – Total cost is allocated proportionately based on the number of Area / Resident offices plus one for the District. The cost increase for RMS this year is primary to cover the PRIP payback cost (which just started) and the expected increased cost of security (DITSCAP). Outside of these two increases, all other costs (i.e., Staff, software, hardware, contract support, travel, training, supplies and facility costs) are expected to remain the same.

SPS (Standard Procurement System) - Annually, during the month of October, The Army Contracting Agency (ACA) notifies each MACOM of the annual Standard Procurement System (SPS) Software Maintenance Support cost for the new fiscal year. Over the last four years, the ACA has made a conscious effort to keep the annual maintenance cost the same and at a very low rate for all customers. Only in FY 03, the ACA initiated the first price increase from $4,800 to $5,300 dollars (an increase of $500.00). The funds generated from all the supported sites (44) within USACE is only a fraction of the cost needed to fund tech support services throughout the

IT CHARGES (CONT'D)

year. The support dollars are crucial in maintaining the contracts and contractors required to provide tech support. Currently, the maintenance support package provides all USACE users (1,820) with unlimited usage for help desk support, software engineering testing and support, Army response team assistance, CEFMS/SPS interface support, limited user requested modifications/changes to database or application software, support software upgrades (application and database) initiated by DA/DoD.

PPDS (Programs and Projects Delivery System) – The FY04 Fee for Service bill is based on the total number of MSCs, Districts, Centers and Labs (56), with ERDC counted as 4 labs. The total cost is divided by the number of sites for a cost per site. System will be subsumed by P2 in late FY 04. However, if P2 deployment is delayed, site license costs may have to be increased to continue operations.

ACASS/CCASS (Architectural Engineering Contract/Construction Contract Appraisal Systems) – Total cost is allocated based on the number of historical contract evaluations per site.

PROMIS (Program/Project Management Information System) – As in prior years PROMIS Fee for Service billings in FY 04 is being based on District workload, as reflected in the Integrated Command Resource Information (ICRI) Tables managed by CERM-P and based on FOA input. The methodology has worked in the last 2 years and fairly distributes the fees for all FOAs based on their workload. The number of sites is the total number of Districts/Centers/Labs (45 counting all of ERDC as one lab) that plan and execute projects. Actual FY 04 charges will range between $8K and $40K, or a gross average of $20K/site, based on a FOA's FY 03 forecasted Military, Environmental and Civil Works. The numbers are preliminary, as the Military workload estimates for FY 04 have not been updated at this time. The decrease from FY 03 bill of $3.65M is due to completion of PRIP payback and replacement of PROMIS by P2 in late FY 04. The percentage distribution in the PROMIS bill is 100% for Operations and Maintenance and system shut down. The Operations and support (O&S) portion of PROMIS Fee for Service charges will be rebated to FOAs on a case-by-case-basis as P2 is deployed if appropriate. Conversely, if P2 deployment is severely delayed, site license fees for PROMISE may have to be increased to provide for continuing O&S. MSCs have the authority to combine and re-allocate District Fee for Service billings commensurate with workload changes as long as the total billing remains the same.

CWMS (Corps Water Management System) – The cost allocation is in proportion to pre-determined subscription units allocated to offices based on an analysis of the water control management system and responsibilities in each Corps office. CWMS fees are assessed based on the number of subscriptions allocated to each individual District. Increases in fees which started in FY 03 are due to initiation of PRIP payback for CWMS development. Funding for support/enterprise management is also added to this fee after CWMS is deployed to your District.

IT CHARGES (CONT'D)

DrChecks (Design Review and Checking System) – Two basic license fees are applied: large users ($10,226) and small users ($7,212) determined by the amount of PED funds received by districts and centers per the FY 02 Cost of Doing Business Report. There are two exceptions due to small PED allocations at LRE and SAC. For these two sites, a rate of $3,786 is applied. The dividing line between large and small users is set at a PED allocation of $12,250,000; the dividing line for "exceptions" is $3,000,000. The amounts shown are the average per site.

SI (SPECSINTACT) – License fees are determined by prorating total system cost against the amount of MP and CW PED funds received by districts and centers as identified on the current CERM Cost of Doing Business Report. By regulation, SPECSINTACT is not required for OCONUS work, so NAU is not included. However, a POD survey indicates POF, POH, and POJ use the system and agree to support it, so these districts are included in the charges.

NUMMODS (Numerical Modeling) - Payments are voluntary amounts negotiated directly between each District and ERDC, near the end of the FY. A good estimate cannot be provided until September or later in the year, after Districts determine their needs. A more accurate figure will be adjusted during the first quarter, FY 04, after ERDC finishes negotiating with the districts. The final amount should probably be within $70K of this year's figure.

NRRS (National Recreation Reservation Service) – The amount shown ($11,790) is an average cost per district. Districts are charged a variable rate based on the number of park office sites per district and the telecommunications options used by each site.

CASE (Computer-Aided Structural Engineering) – The CASE program develops, maintains, operates, and upgrades structural, geotechnical, and soil-structure interaction computer programs to comply with HQUSACE guidance. CASE software is tailored to meet Corps needs and does not compete with COTS. Funding for CASE is voluntary and is based on an office's projected civil works funding for the current fiscal year. Requested funding is grouped into four tiers (Divisions, Districts with Small, Medium, and Large civil works budgets). Dollar amounts are assigned to each of the four recommended funding levels in order to fund all CASE objectives for the FY.

CEFMS (Corps of Engineers Financial Management System) /CEEMIS (Corps of Engineers Management Information System) – The amounts for each site are based upon transactions processed in CEFMS. Transactions for the twelve month period ended April 2003 were compiled and percentages were calculated based on the number of each site's transactions as a proportion of total transactions. The respective percentages were then applied to the amounts approved by the EFAT for CEFMS and CEEMIS.

IT CHARGES (CONT'D)

P2 (PROMIS Phase II) – No breakout of charges to individual sites is currently available. Total amount approved by EFAT is $3,382,547.

CEALS (Corps of Engineers Automated Legal System) – Subscribers are segregated into Counsel Members and Non-Counsel Members. Counsel team groups/members are assessed a higher administrative fee to cover CEALS AIS costs. Non-Counsel Team Groups are assessed a lower administrative fee to cover costs associated with obtaining and maintaining the services. The administrative fee is calculated/computed using their monthly billing totals and the fee is added to the bottom total. CEALS AIS is collected by the government order for WESTLAW & LEXIS Services.

OMBIL (Operations and Maintenance Business Information Link) – This is the first year of a 3 year PRIP payback. The amount per site is derived by equally dividing the FY 04 amount of $1.5M by 56 USACE users.

CEEIS (Corps of Engineers Enterprise Information Services) – In accordance with CECI policy and implementation guidance, registration of userids in the U-PASS system is used to compute the per user charge allocated to sites. In FY 03, this charge was billed quarterly based on the count of userids at the beginning of each quarter. At the time of developing this guidance, the userid counts for the first 3 quarters of FY 03 were available. These 3 counts were averaged to obtain a userid count for each site to develop the cost estimate shown. The final FY 04 charge will likely vary slightly from this estimate once the count from the fourth quarter is averaged with the previous three. It also should be noted that beginning in FY 04, the CEEIS per user charge includes e-mail, which was formerly managed and billed as a separate AIS.

E-MCX (E-Mail Center of Expertise) – The USACE E-mail Center of Expertise was renamed the Corps E-mail Center in FY 02. The E-mail Center was incorporated into the CEEIS Infrastructure Program in FY 03 achieving an overall corporate cost avoidance of approximately $500,000 through FY 06. It is no longer managed or reported as an individual AIS.

Defense Communications Services (DCS) – The CEEIS PM, Regional Level CIOs and District Level CIOs operate and maintain long-haul communications lines, equipment, and services that are acquired from the Defense Communications Service (DCS). This includes Defense Information System Network (DISN), Satellite Communications, Wireless Communications, Secret Internet Protocol Network (SIPRNET), Non Classified Internet Protocol Network (NIPRNET), National Security/Emergency Preparedness (NS/EP) Telecommunications Service Priority (TSP) System, Defense Data Network (DDN), Defense Message System (DMS), Defense Switched Network (DSN), Wide Area Telecommunications System (WATS), and

IT CHARGES (CONT'D)

Federal Telecommunications System (FTS) Switched Voice Service (SVS). Regional Level and District Level CIOs order, for their own commands, the long-haul communications lines, equipment, and services appropriate to their command's requirements; however**, it is the HQUSACE (DCI) that pays a consolidated bill from DCS on a quarterly basis** for what each command acquires. Consequently, each command must remit to HQUSACE the funds needed to pay this consolidated bill. Commands are to use their current and past FY costs to estimate their FY 04-06 funding requirements for the long-haul communications lines, equipment, and services their plan on acquiring and/or sustaining. Each command must program, plan and budget for their long-haul communications requirements so as be able to remit to HQUSACE the funds needed. The request for remittance for the FY 04 first quarter payment will be made in later October or early November.

4. POCs are Ed Zammit, CERM-BA, (202) 761-0075, Belinda Chase, CERM-BA, (202) 761-8970 or the AIS POC identified in ITIPS database.

CORPS OF ENGINEERS ENTERPRISE INFRASTRUCTURE SERVICES (CEEIS) CHARGES

1. The CEEIS Program was established 1 October 2000 to reflect a new phase in the life cycle of the Corps' corporate Information Technology (IT) infrastructure. The program management responsibility for the CEEIS program is located at ERDC/Vicksburg/ITL, where the network infrastructure, network security, and systems operations are centrally managed.

2. Among the major influences on the CEEIS program during FY 03 were The Army's AKM initiative and the assigned CEEIS role to represent the Corps as its' functional CIO leading the Corps' Region within The Army's AKM-NETCOM framework; support to the Nation's military in Iraq and Afghanistan; deployment of remote access to SIPRNET utilizing laptops (RASP); aggressively deploying Virtual Private Network (VPN) technology; coordination and support of the USACE pilot for deployment of Active Directory; establishing consistent and reliable corporate connectivity to the centralized CPOC office; developing and testing Continuity of Operations (COOP) capabilities; meeting DITSCAP accreditation criteria; implementation of The Army's Protected DNS architecture; intense review and coordination with NETCOM on network security blocks to mitigate effects on the Corps' non-military business; responding to a variety of audits from Army, DoD, and GAO; continual enhancement of the information assurance (IA) program to maintain the Corps' recognized leadership position in the IA community; and the refinement of consistent processes established to assure reliable, trouble-free year-end processing.

3. FY 04 will bring opportunities and challenges to CEEIS in a number of areas, among these are a formal Configuration Management program; continuing cooperation and participation in The Army's AKM-NETCOM program; exploding requirements to expand Wide-Area-Network (WAN) capacities; utilization of VPN capability to provide secure and reliable connectivity to Corps field sites as well as remote individual team members and customers; advancing the ability of CEEIS network staff to perform "lights-out" monitoring and troubleshooting by defining a standard configuration for point of presence (POP) hardware and software at each site; completion of integrating the Corps' enterprise e-mail center and associated program management into the CEEIS program; implementation of web access for customers to the Helpdesk trouble ticketing system; an improved web presence to provide accurate and timely information to customers of CEEIS services; deployment of the Corps' P2 automated information system; continued support to the President's Management Agenda and associated responses to Office of Management and Budget (OMB) directives that focus on e-government services; and the continuing forward movement of the USACE 2012 effort and its' emphasis on consolidation and centralization of functions and services.

4. Costs to provide CEEIS baseline services (corporate network, security, and processing infrastructure only--NOT AIS' costs) are recovered by fee-for-service billings using a flat fee for each Corps user. HQUSACE policy mandates consumers of CEEIS resources are to be counted

CORPS OF ENGINEERS ENTERPRISE INFRASTRUCTURE SERVICES (CEEIS) CHARGES (CONT'D)

via registration of those users in the U-PASS system. For FY 03 a snapshot count of user-ids was made quarterly to establish a baseline and allow for differences in seasonal hires and major reductions/increases in users during the FY. In FY 04, an average of the four quarterly FY 03 snapshots will be used to establish an annual user-id count and per-user fee for each site. Each site's annual fee will be collected on a quarterly basis beginning in FY 04. In a similar manner, snapshots will be taken in FY 04 and used to establish the FY 05 user-id counts and fees.

5. Budgeted costs (including e-mail) for FY 03 were $28,697,070. The estimated budget (including e-mail) for FY 04 is $29,300,000, which represents an overall increase of only 2% above FY 03 and is almost $700,000 less than the amount approved by the EFAT for FY 04. As of Q3 2003, there were an average of 38,492 users registered in U-PASS for FY 03 resulting in an estimated annual charge of $762 per user. This cost will be finalized once the Q4 FY 03 user counts are completed in July 2003 and an average of all four quarterly counts can be made.

6. There are additional corporate IT efforts that will impact site costs during FY 04:

(a) CNSS = Corps Network & Security Stack - The CEEIS office has developed specifications for a standardized equipment rack at each Corps site to provide for uniform point of presence (POP) configurations at each site, redundancy of critical components, and remote manageability of all CEEIS managed components at a site including the ability to remotely power-cycle devices. This rack will be funded by Corps sites and in a fully-redundant/fully-featured configuration will cost approximately $24,000, with an installation cost of approximately $5,000. The CEEIS Program Management Office previously provided details including a listing of minimum components, components needed for full redundancy and components needed for maximum capability and manageability. The CEEIS Configuration Control Board (CCB) has mandated this equipment be installed at each site by the end of FY 04 to attain maximum flexibility and reliability of the network and security infrastructure and has stipulated each site separately fund this capability.

(b) External User Charge - CECI and the CEEIS CCB determined that systems with external users should pay for the use of CEEIS resources by those external users, but those external users should not pay the full annual user fee. Follow-on discussions identified $300 per user as a reasonable fee to charge for systems with external users. Implementation is estimated to reduce charges approximately $10 per user. Once this recommendation is approved, CEEIS per user charges will be adjusted accordingly.

(c) Communications Baseline – CEEIS will be increasing the Corps' baseline communications services during FY 04. This will be accomplished by increasing the number of circuits to each site. Funding for this initiative will come from savings being obtained through vendor negotiations and expected price reductions.

CORPS OF ENGINEERS ENTERPRISE INFRASTRUCTURE SERVICES (CEEIS) CHARGES (CONT'D)

(d) Increased bandwidth to NIPRNET – CEEIS currently provides baseline connectivity service to the NIPRNET military network at 1.5 Megabits per second (Mbps) at each processing center. This connectivity must increase due to planned efforts in DoD, The Army, and the Corps to centralize systems and information. The bandwidth will be increased to 12Mbps at each center. Funding for this bandwidth increase is included in the CEEIS budget.

(e) Firewall replacement – The CEEIS CCB was briefed on the current state of firewalls within USACE to include the impending end-of-life of the firewall product. A proposal was submitted to the CCB to replace the existing devices and software. Much of the cost to achieve this replacement will be covered in the CNSS initiative and through previously identified cost savings. However, there may be some additional cost in FY 04 or FY 05 to complete this initiative. At the time of preparing the CCG, these costs had not been finalized and briefed to the CCB.

7. POC is the CEEIS Program Manager, Dr. Peggy Wright, CEERD-IC, at 601-634-4630.

PLANT REPLACEMENT AND IMPROVEMENT PROGRAM (PRIP)

($000)

	Approved FY 03	Requested FY 04	Requested FY 05
CEHNC	7,269	823	Program Amounts Are Not Available
CELRD	4,025	2,225	
CEMVD	3,258	4,233	
CENAD	7,225	2,205	
CENWD	3,723	9,644	
CEPOD	97	0	
CESAD	552	587	
CESPD	1,180	855	
CESWD	1,743	1,982	
CEHQ	2,077	4,200	
CEHEC	2,213	2,771	
CEMDC	39,059	46,838	
CEFC	0	26	
CEERD (WES)	6,066	8,327	
Total	*78,487*	*84,716*	*0*

Remarks: FY 03 reflect approved and FY 04 requested PRIP program amounts. FY 05 estimates are currently under development. The FY 04 PRIP program supports 13 Major Item New Starts:

MSC	FY 04 Major Item New Start	Total Estimated Cost ($000)
CENWD	Six (6) Deck Barges	2,650
	ESSAYONS Bow Discharge System	795
	Dredge YAQUINA Repower	8,957
	Dredge ESSAYONS Repower	21,000
	Zorinsky Building-GSA Leasehold Improvement	7,111
CEMVD	Dredge POTTER Floating Pipeline	2,600
	KIMMSWIK-Replacement	1,780
	Dragline D-61 Replacement	750
	Dragline D-190 Replacement	750
CELRD	Derrick Boat LD 638 and 646	7,530
	Towboat IROQUOIS - Replacement	4,000
CENAD	Dredge McFARLAND Asbestos/Lead Abatement	3,500
CESAD	Towboat PATOKA - Replacement	5,590

Program amounts will be revised based on actual FY 03 execution and approval of FY 04 PRIP program adjustments and FY 05 PRIP Budget request by the SPBAC. **The POC is Marilynn VH White.**

MACOM Engineer Office (CELD-ZE):
Larry Robinson, MACOM Engineer, CELD-ZE, Telephone: 202-761-8774, Fax 202-761-1588, larry.m.robinson@usace.army.mil
or, Harry Matheos, Sr. MACOM Staff Engineer, CELD-ZE, Telephone: 202-761-8779, Fax 202-761-1588, harry.matheos@hq02.usace.army.mil

1. New Policy to clarify Antiterrorist Force Protection (AT/FP) requirements for administrative space.

1.1 In order to continue to provide first class engineering services to The Army and the Nation, the Corps of Engineers must protect its people from terrorist aggression in its administrative facilities worldwide, whether Corps owned, leased, or as a tenant on a military installation. This can be accomplished by applying antiterrorism standards to minimize the potential for mass casualties and/or the progressive collapse of its administrative facilities.

1.2 As a result of a collaborative effort of representatives from the Services and numerous defense agencies, the Department of Defense now has a new Unified Facilities Criteria (UFC), "DoD Minimum Antiterrorism Standards for Buildings." The Unified Facilities Criteria system prescribed by MIL-STD 3007, provides planning, design, construction, operations, and maintenance criteria which applies to all DoD commands. The minimum antiterrorism standards for buildings occupied by DoD will have a major impact on our people and funding streams, regardless of the source for FY 04-09. DoD standards will apply to new construction projects beginning in FY 04; new leases executed on or after 1 Oct 05; and renewals or extensions of any existing leases executed on or after 1 Oct 09.

2. New Policy to expedite space requests

2.1. Provided administrative space does not exceed the USACE administrative space ceiling of 162 Net Square Feet (NSF) per person, Space Requests that increase local Command rental $, but maintain Net Square Feet (NSF) to within 10,000 SF of the existing space (assuming that no controversy exists surrounding the acquisition) will no longer require HQUSACE approval, and in the future will be handled as follows:

- $1< $50,000/Year: delegated to District Commander (DC) for requirements validation and acquisition; change will be reported to HQUSACE, CELD-ZE, with the submission of an Administrative Space Report, through MSC, within 30-days of acquisition.
- $50,000< $200,000/Year: delegated to MSC Commander; DC submits to MSC for validation prior to acquisition; change will be reported to HQUSACE, CELD-ZE, by DC with the submission of an Admin Space Report, through MSC, within 30-days of acquisition.

> $500,000/Year: Delegated to MACOM Engineer; DC submits to MSC for requirements validation and forwards to MACOM Engineer (CELD-ZE) for endorsement; change will be reported to HQUSACE, CELD-ZE, by DC with the submission of an Admin Space Report, through MSC, within 30-days of acquisition.

Note: If there is controversy associated with the request, then HQUSACE approval is required. Submit package to the MSC for requirement validation endorsed by MACOM Engineer, CELD-ZE, and forwarded to Chief of Engineers for approval.

2.2 Space requests that may or may not increase rental $, but will increase Net Square Feet (NSF) by more than 10,000 SF or will result in exceeding the USACE administrative space ceiling of 162 NSF per person, will require HQUSACE validation and the Chief of Engineers' approval. Such requests will be submitted to the MSC for requirement validation then endorsed by CELD-ZE and forwarded to the Chief of Engineers for approval. The MACOM Engineer will coordinate and clear such requests with CERE, key Headquarters staff and the OACSIM. CERE's liaison office will coordinate requests that require Title 10 Reports and seek approval from Congress.

3. **AR 405-70** prescribes The Army's policies, criteria, responsibilities and procedures for the use of real property. It identifies rules for the use and survey of real property under the control of the Department of The Army (DA), and establishes integration with The Army's real property master planning process. It does not include—

a. Real property of the United States Army Corps of Engineers (USACE) directly associated with a single, Civil Works projects, i.e., property that is not PRIP-owned or leased. (For such property, see ER 37-1-29, below, for guidance)

b. Non-federal real property at state-owned facilities

4. **ER 37-1-29**, 30 November 2002, Financial Administration—Financial Management of Capital Investments, defines the policies and procedures for the supervision and administration of capital assets obtained by the U.S. Army Corps of Engineers used in providing goods or services. It includes procedures for programming, budgeting, allocating funds, utilization, calculation of costs and reporting requirements for the Revolving Fund, Plant Replacement Improvement Program (PRIP), project specific, and Operations and Maintenance, Other Procurement, Army (O&M, OPA). It applies to Headquarters, U.S. Army Corps of Engineers (HQUSACE), Major Subordinate Commands, and all Field Operating Activities having capital assets funded by the Revolving Fund, Civil Works projects, or Military appropriations.

5. Facilities master planning by all USACE individual commands is the key to sound capital investment for our internal facility needs. Facilities costs are a component of overhead that must be managed to control overhead rates and remain competitive

6. Subordinate commands whose office or admin space utilization rates (U.R.) remains above the DA/USACE targets, are required to maintain space reduction plans. Space utilization rates and reduction plan updates are shared with CECG at least annually (2nd Quarter CMR), and are covered in Command Staff Inspections. This supports requirement to comply with HQDA mandated space utilization goals and continuing audit of space reduction efforts.

7. Divisions, Labs, Centers, FOAs, and Districts will continue to monitor (and submit updates on an annual basis) the CMR facilities performance indicators, using the Utilization Rate targets established by HQDA and USACE policy. In keeping with our emphasis on providing world-class office environments for our world class work force, we are also adding emphasis on provisions of AR 405-70 that stipulate a minimum (as well as a maximum) U.R. These U.R.s are 115 NSF/P (minimum) and 130 NSF/P (maximum), respectively for office space. This translates to 144 NSF/P (minimum) and 162 NSF/P (maximum), for the USACE administrative space U.R. goals. The minimum should not be disregarded any more than the maximum while supporting a quality work environment. Whenever a new space request is forwarded to HQUSACE for validation, the project proponent will comply with AR 405-70 and the new CERM ER 37-1-29. See below for Guidance on "Typical Components" of a USACE Typical Decision Package.

8. We will continue to focus on the cost impacts of space utilization decisions. The need to be competitive, to support new ways of working, and to attract and maintain a skilled world class workforce is leading USACE to focus on alternative approaches to attaining world class office environments and teaming arrangements that involve the creation of flexible office space arrangements that will support interactive, collaborative work processes. This trend will accelerate as more and more employees telework from home and telework centers.

9. In this changing environment, a measure of space use in the traditional office building environment, such as "space per person," is not complete. While the CMR submission will continue to provide a baseline for visibility and management, we will also be translating space utilization rates into rental cost estimates which will be compared with actual rent bills to identify potential opportunities for reducing our office lease costs.

10. As most of our facilities are controlled or leased through GSA, USACE facilities management strategy will continue to develop in line with GSA as we build on our partnering efforts. GSA relies primarily on the "guidance mode" focusing on "cost per square foot" and "cost per person," along with "customer satisfaction" as indicators of facilities performance measurement. We will be working through a horizontal and vertical team approach (USACE-wide and with GSA) to identify meaningful metrics that will support obtaining a world class work environment, address the impact on overhead and maintaining competitive rates, and achieve best value for our world class workforce.

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

12. 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 is included in the Logistics MACOM Engineer website. 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.

SECTION 3 FACILITIES GUIDANCE

GENERAL GUIDANCE FOR 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. Make the business case to support the move.

- Prepare a space requirements analysis in accordance with GSA AR 405-70 and ER-37-1-29 30 Nov 02 criteria. Demonstrate that the local administrative space utilization rate will be within USACE administrative space 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 timelines 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.

See Logistics' MACOM Engineer website http://www.hq.usace.army.mil/celd/FAC/FAC.HTM

MACOM Engineer Space Requirements Template

A Quick and easy way to see if your space request is going to fly

Here's a template that you can use to do your space analysis. If you apply the four "space requirement controls," discussed below, to your district's GSA SF-81 and Space Requirements Analysis, you will have no problem getting the approval/validation from our office. See, also, comments, above, on other issues pertinent to the MACOM Engineer.

1. Based on its most recent CMR data, the Headquarters District/Division Corps of Engineers currently has a total space requirement of _____, net square feet (NSF). This is comprised of:

   1.1 _____, NSF of Office Space,
   1.2 _____, NSF of Storage Space,
   1.3 _____, NSF of Special Space, and
   1.4 _____, NSF of Other Space
   1.5 _____, Military Allocations
   1.6 _____, Civil Allocations
   1.7 _____, Total FTE Authorization
   1.8 _____, FTE w/ Offices in ST/Special Space

2. The enclosed space accommodation request, dated _____, amends that requirement as follows:

   2.1 _____, NSF of Office Space,
   2.2 _____, NSF of Storage Space,
   2.3 _____, NSF of Special Space,
   3.4 _____, NSF of Other Space
   2.5 _____, Military Allocations
   2.6 _____, Civil Allocations
   2.7 _____, Total FTE Authorization
   2.8 _____, FTE w/ Offices in ST/Special Space

3. Office Space*. This is within The Army's maximum allowable requirement for office space of _____ NSF, for this facility, and we request that it be approved.

   [Note: * Space Requirement, Control No.1: Based on The Army's utilization rate target of 130 NSF per person (NSF/P), in accordance with AR 405-70, the maximum allowable office space requirement for the total number of persons being accommodated is a total of _____ NSF (i.e., __ P x 130 NSF/P). If your space request exceeds the maximum allowable office space requirement, by any amount, the excess space cannot be validated as necessary and must be reduced to within The Army target].

4. Storage Space**. We can justify the need for _____ NSF of Storage Space broken down as follows:

Space Description Existing NSF Required NSF Justification

-

5. Special Space**. We can justify the need for _____ NSF of Special Space broken down as follows:

Space Description Existing NSF Required NSF Justification

-

[Note: ** Space Requirement, Control No.2: Based on the Chief's Letter, dated ___, applicable to USACE-controlled space, only: the maximum allowable combined total of Storage plus Special Space for a given building is 25-percent of the maximum allowable Office Space, i.e., for this facility, it is a total of ____ NSF (0.25 x 130 NSF/P x ___ P)].

6. Admin Space: This is within the Chief's maximum allowable space requirement for Office Space plus Storage Space plus Special Space, equal to _____ NSF for this facility, and we request that it be approved.

[Note: **Space Requirement, Control No.3: Based on the Chief's Letter, dated ___, applicable to USACE-controlled space, only: the maximum allowable combined total of Office plus Storage plus Special Space for a given building is 1.25-percent of the maximum allowable Office Space, i.e., the "Admin Space" actual, total NSF must be less than the maximum target, or under 1.62 NSF/P x No. of Persons accommodated = (1.25 x 130 NSF/P x ___ P). Any amount over this target must be justified].

7. Other Space***. We can justify the need for _____ NSF of Other Space broken down as follows:

Space Description Existing NSF Required NSF Justification

-

[Note: *** Space Requirement Control No. 4: Based on MACOM Engineer Letter of Instruction, dated ____, applicable to USACE-controlled space only. Published with Logistics CMR guidance, it identifies all Other Space by name/function. As a general rule, when the "actual" approaches the "targeted," maximum amounts of Army "office space" (130 NSF/P) and "admin space" (32+130 NSF/P), the maximum target for "other" space is 38 NSF/P. This balance must be maintained to get under the HQDA ("unwritten") threshold of 200 NSF/P].

FACILITIES AND EQUIPMENT MAINTENANCE (FEM) SYSTEM

Facilities and Equipment Maintenance (FEM) is a Department of Defense migratory Computerized Maintenance Management System (CMMS). The Joint Logistics Systems Center (JLSC) developed the system to meet the needs of DoD maintenance organizations. This system was designated as a DoD migratory system in 1995. FEM is the Corps customization of MAXIMO Enterprise Base Systems (MRO Software, Inc.), which is a Commercial-Off-The-Shelf-System (COTS) package. The customization is provided to each service (Army, Navy, Air Force) to fulfill unique mission requirements. FEM integrates several plant maintenance functions into a cost-effective asset management program. It supports and consolidates functions, such as capital depreciation, equipment preventative and corrective maintenance, equipment installation, facility modification, and equipment calibration into a single management environment. The functionality also envisions an integrated application that optimizes asset use through management of corrective and preventive equipment maintenance, asset calibration, inventory and property, and maintenance budget. It provides capability to track life cycle costs of all assets, thus providing real-time accountability. In terms of expected performance outcome, deployment of FEM will standardize the maintenance business process Corps-wide. In addition, implementing FEM should reduce spare parts consumption, material purchases, maintenance labor, contract costs, calibration labor, and capital equipment acquisition. It will replace local-unique applications at several field activities, as well as automate facility and equipment maintenance management at an estimated 80% of Corps facilities, which had not developed any automation in support of their maintenance management program. FEM will also replace the corporate Vehicle Information Management (VIM) system.

FEM was designated the USACE corporate standard automated maintenance management system by the USACE Milestone Decision Authority on 10 December 1998. The Corps received Congressional support to implement in December 1999. In April 2000 the Corps entered into Memorandum of Agreement (MOA) with DoD Program Manager (Navy System Support Group) for the Facilities and Equipment Maintenance (FEM) System to implement the system. The DoD Program manager provides a Corps FEM project team to manage and coordinate the development, deployment, and sustainment of the corporate Corps FEM application. Corps Headquarters has established a Corps Project Manager to serve as the Service Point of Contact for the execution of this project. The Corps has also provided representatives from the Corps maintenance community to assist in the definition of the system functional requirements and to conduct final application acceptance testing. The DoD Program Manager utilizes appropriate GSA contract vehicles to enlist the services of experienced MAXIMO implementation contractor support for the most efficient development of the USACE FEM application. The Corps FEM application has customized screens and interfaces used to provide the solution to project/plant facility and capital equipment resource planning and maintenance management. The application is designed to support current and anticipated business requirements within Corps for the next four to five year period. The FEM obtained Lifecycle Management of Information Systems (LCMIS) Milestone III on 8 Feb 02. We plan to begin USACE-wide deployment in FY 04 with and complete the implementation by FY 05.

The Revised Benefit Cost Analysis (BCA) completed on 21 Dec 01 by DoD FEM PM validated business value benefits with a Net Present Value of $3.578M with annual cost avoidance of $2.812M in FY 03 and $4.149M in FY 04. Total estimated capitalized cost provided by DoD FEM PM: $18,767,454. Through FY 02: $6,947,397 for development. FY 03: $1,807,000 for systems interface and function testing. FY 04: $3, 719,368, to begin implementation. Future years: $6,293,682 to complete. **The POC is Larry Robinson, 202-761-8774.**

This schema reflects the funding for development, implementation, and post deployment:

	FY 02 ($M)	FY 03 ($M)	FY 04 ($M)	Future ($M)	
PRIP	6.947	1.807	3.719	6.293	
Project (Training)					
Data Conversion					
PRIP Payback					
DoD Maintenance					
TOTALS	6,947	1.807	3.719	6,293	18,767,454

PRIP will be used to cover the capitalized costs (payback over 8 years beginning in FY 05 from appropriate accounts).

The cost for training and data conversion will be billed to the divisions, centers, and field operating activities on the year of scheduled implementation. It will be the responsibility of these elements to collect funds from subordinate activities.

The PRIP payback schedule will begin in FY 05 after the system is deployed and end in eight years. Again the division, centers, and field operating activities will be billed. This same procedure will be used to collect for funds post deployment maintenance support.

FEM implementation schedule and estimated training and data conversion cost distribution is shown below. System cost is distributed to all divisions, centers, and field operating activities based on size – one size does not fit all. There are 5 categories of size: large, medium (2 categories), and small (2 categories).

USACE FEM, 2 Year Implementation Order with Dates

Costs TBD AS OF 06/19/03	District	Name	Start	Comp	Processing Center
	CENWD	***Northwestern Division***	08/04/03	**11/20/03**	**WPC**
	CENWS	Seattle District CENWS	8/04/03	11/07/03	WPC
	CENWK	Kansas City District CENWK	8/07/03	11/20/03	WPC
	CELRD	***Great Lakes & Ohio Division***	10/06/03	**8/06/04**	**WPC**
	CELRE	Detroit District CELRE	10/06/03	2/06/04	WPC
	CELRH	Huntington District CELRH	10/09/03	2/20/04	WPC
	CELRP	Pittsburgh District CELRP	2/17/04	7/26/04	WPC
	CELRL	Louisville District CELRL	3/02/04	7/12/04	WPC
	CELRN	Nashville District CELRN	3/05/04	8/06/04	WPC
	CELRB	Buffalo District CELRB	3/16/04	6/25/04	WPC
	CELRC	Chicago District CELRC	3/20/04	6/24/04	WPC
	CESPD	***South Pacific Division CESPD***	**10/13/03**	**8/20/04**	**WPC**
	CESPA	Albuquerque District CESPA	10/13/03	7/02/04	WPC
	CESPK	Sacramento District CESPK	10/27/03	7/01/04	WPC
	CESPL	Los Angeles District CESPL	4/22/04	8/20/04	WPC
	CESPN	San Francisco District CESPN	5/06/04	8/20/04	WPC
	CENAD	***North Atlantic Division CENAD***	**1/22/04**	**7/18/05**	**WPC**
	CENAD	Baltimore District CENAB	**1/17/05**	**5/20/05**	WPC
	CENAP	Philadelphia District CENAP	**1/20/05**	**6/06/05**	WPC
	CENAE	New England District CENAE	**1/31/05**	**6/20/05**	WPC
	CENAN	New York District CENAN	**2/03/05**	**7/01/05**	WPC
	CENAO	Norfolk District CENAO	**1/22/04**	**5/1404**	WPC
	CENAU	Europe District CENAU	**2/28/05**	**7/18/05**	CPC
	CEPOD	***Pacific Ocean Division CEPOD***	**3/14/05**	**8/26/05**	**WPC**
	CEPOA	Alaska District CEPOA	**3/14/05**	**8/01/05**	WPC
	CEPOH	Honolulu District CEPOH	**3/28/05**	**8/12/05**	WPC
	CEPOJ	Japan District CEPOJ	**4/11/05**	**8/19/05**	WPC
	CEPOF	Far East District CEPOF	**4/14/05**	**8/26/05**	WPC

	CESWD	***Southwestern Division CESWD***	**1/19/04**	**3/10/05**	**CPC**
	CESWL	Little Rock District CESWL	**1/19/04**	**4/30/04**	**CPC**
	CESWG	Galveston District CESWG	**10/14/04**	**2/24/05**	**CPC**
	CESWF	Fort Worth District CESWF	**10/11/04**	**2/10/05**	**CPC**
	CESWT	Tulsa District CESWT	**102504**	**3/10/05**	**CPC**
	CEMVD	***Mississippi Valley Division CEMVD***	**11/3/03**	**9/23/05**	**CPC**
	CEMVN	New Orleans District CEMVN	**10/11/04**	**3/24/05**	**CPC**
	CEMVR	Rock Island District CEMVR	**10/25/05**	**4/07/04**	**CPC**
	CEMVS	St. Louis District CEMVS	**10/28/04**	**4/21/05**	**CPC**
	CEMVK	Vicksburg District CEMVK	**10/14/04**	**4/29/05**	**CPC**
	CEMVM	Memphis District CEMVM	**11/06/03**	**4/15/04**	**CPC**
		USACE Finance Center	10/11/04	9/23/05	**CPC**
	CEMVP	St. Paul District CEMVP	**11/03/03**	**4/02/04**	**CPC**
	CESAD	***South Atlantic Division CESAD***	**10/20/03**	**9/19/05**	**CPC**
	CESAM	Mobile District CESAM	**10/27/03**	**3/22/04**	**CPC**
					CPC
	CEHNC	***Engineering and Support Center, Huntsville CEHNC***	**10/18/04**	**9/19/05**	**CPC**
					CPC
	CESAS	Savannah District CESAS	**2/02/04**	**5/31/04**	**CPC**
	CESAW	Wilmington District CESAW	**10/20/03**	**3/08/04**	**CPC**
	CESAC	Charleston District CESAC	**2/05/04**	**6/14/04**	**CPC**
	CESAJ	Jacksonville District CESAJ	**10/23/03**	**3/22/04**	**CPC**
U.S. Army Engineer Research and Development Center CEERD			**10/25/04**	**9/13/05**	**CPC**
Vicksburg			11/01/04	8/26/05	CPC
Champaign			11/08/04	8/30/05	CPC
Ft Belvior			10/25/04	8/11/05	CPC
Hanover			11/15/04	9/13/05	CPC
	CEHEC	***Humphreys Engineer Center Support Activity CEHEC***	**10/25/04**	**8/04/05**	**CPC**
	CEPPB	***Prime Power School***	**10/25/04**	**8/08/05**	**CPC**
	CETAC	***Transatlantic Programs Center CETAC***	**10/25/04**	**8/08/05**	**CPC**

FEM estimated PRIP payback and post deployment maintenance support cost:

PRIP PAYBACK AND POST DEPLOYMENT SUPPORT COSTS

Costs TBD	District	Name	Start	Comp	Processing Center
	CENWD	***Northwestern Division***	**8/04/03**	**11/20/03**	**WPC**
	CENWS	Seattle District CENWS	8/04/03	11/07/03	WPC
	CENWK	Kansas City District CENWK	8/07/03	11/20/03	WPC
	CELRD	***Great Lakes & Ohio Division***	**10/06/03**	**8/06/04**	**WPC**
	CELRE	Detroit District CELRE	10/06/03	2/06/04	WPC
	CELRH	Huntington District CELRH	10/09/03	2/20/04	WPC
	CELRP	Pittsburgh District CELRP	2/17/04	7/26/04	WPC
	CELRL	Louisville District CELRL	3/02/04	7/12/04	WPC
	CELRN	Nashville District CELRN	3/05/04	8/06/04	WPC
	CELRB	Buffalo District CELRB	3/16/04	6/25/04	WPC
	CELRC	Chicago District CELRC	3/20/04	6/24/04	WPC
	CESPD	***South Pacific Division CESPD***	**10/13/03**	**8/20/04**	**WPC**
	CESPA	Albuquerque District CESPA	10/13/03	7/02/04	WPC
	CESPK	Sacramento District CESPK	10/27/03	7/01/04	WPC
	CESPL	Los Angeles District CESPL	4/22/04	8/20/04	WPC
	CESPN	San Francisco District CESPN	5/06/04	8/20/04	WPC
	CENAD	***North Atlantic Division CENAD***	**1/22/04**	**7/18/05**	**WPC**
	CENAD	Baltimore District CENAB	**1/17/05**	**5/20/05**	WPC
	CENAP	Philadelphia District CENAP	**1/20/05**	**6/06/05**	WPC
	CENAE	New England District CENAE	**1/31/05**	**6/20/05**	WPC
	CENAN	New York District CENAN	**2/03/05**	**7/01/05**	WPC
	CENAO	Norfolk District CENAO	**1/22/04**	**5/1404**	WPC
	CENAU	Europe District CENAU	**2/28/05**	**7/18/05**	CPC
	CEPOD	***Pacific Ocean Division CEPOD***	**3/14/05**	**8/26/05**	**WPC**
	CEPOA	Alaska District CEPOA	**3/14/05**	**8/01/05**	WPC
	CEPOH	Honolulu District CEPOH	**3/28/05**	**8/12/05**	WPC
	CEPOJ	Japan District CEPOJ	**4/11/05**	**8/19/05**	WPC
	CEPOF	Far East District CEPOF	**4/14/05**	**8/26/050**	WPC

	CESWD	***Southwestern Division CESWD***	**1/19/04**	**3/10/05**	CPC
	CESWL	Little Rock District CESWL	**1/19/04**	**4/30/04**	CPC
	CESWG	Galveston District CESWG	**10/14/04**	**2/24/05**	CPC
	CESWF	Fort Worth District CESWF	**10/11/04**	**2/10/05**	CPC
	CESWT	Tulsa District CESWT	**102504**	**3/10/05**	CPC
	CEMVD	***Mississippi Valley Division CEMVD***	**11/3/03**	**9/23/05**	CPC
	CEMVN	New Orleans District CEMVN	**10/11/04**	**3/24/05**	CPC
	CEMVR	Rock Island District CEMVR	**10/25/05**	**4/07/04**	CPC
	CEMVS	St. Louis District CEMVS	**10/28/04**	**4/21/05**	CPC
	CEMVK	Vicksburg District CEMVK	**10/14/04**	**4/29/05**	CPC
	CEMVM	Memphis District CEMVM	**11/06/03**	**4/15/04**	CPC
		USACE Finance Center	10/11/04	9/23/05	CPC
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					CPC
	CEHNC	***Engineering and Support Center, Huntsville CEHNC***	**10/18/04**	**9/19/05**	CPC
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	CESAS	Savannah District CESAS	**2/02/04**	**5/31/04**	CPC
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	CESAJ	Jacksonville District CESAJ	**10/23/03**	**3/22/04**	CPC
U.S. Army Engineer Research and Development Center CEERD			**10/25/04**	**9/13/05**	**CPC**
Vicksburg			11/01/04	8/26/05	CPC
Champaign			11/08/04	8/30/05	CPC
Ft Belvior			10/25/04	8/11/05	CPC
Hanover			11/15/04	9/13/05	CPC
	CEHEC	***Humphreys Engineer Center Support Activity CEHEC***	**10/25/04**	**8/04/05**	CPC
	CEPPB	***Prime Power School***	**10/25/04**	**8/08/05**	**CPC**
	CETAC	***Transatlantic Programs Center CETAC***	**10/25/04**	**8/08/05**	CPC

SECTION 3 CONTRACTING OUT GUIDANCE

CIVIL WORKS CONTRACTING OUT GUIDANCE

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

In the Planning, Engineering, and Design phases, sufficient work must be accomplished in-house to maintain the technical expertise required to properly define, manage, and review the work of architect-engineer contractors. Based on the projected size of the FY 04 Civil Works program, the programmatic level of contracting for Planning, Engineering, and Design products, that will maintain technical expertise, is 40% as measured by the Cost of Doing Business (CDB) report. While Civil Works contracting for planning, engineering, and construction phase service is no longer a Command Management Review indicator, Civil Works Engineering and Construction Division will monitor quarterly CDB summaries from the various MSC's and report those incidents where MSC's fall below 30% on the CDB.

The CDB measures contracting of products, which are produced by a team consisting of many elements of the command. While for many items planning and engineering provide a large portion of the product, the team efforts also involve Project-Program Management, Real Estate, and other elements of the district. As such, the responsibility of maintaining an appropriate level of contracting is a corporate responsibility. The distribution of in-house and contracting work at the District level must be viewed as a command-wide action. The MSC Regional Management Board (RMB) is responsible for balancing the contracting effort across districts. While it is desirable for the various districts to maintain of uniform level of contracting, the MSC RMB may adjust the contracting level for any District to meet the current and future needs and goals of the MSC. **The POC is Charles Pearre, 202-761-4645.**

SECTION 3 COMMAND STAFF INSPECTIONS

USACE ORGANIZATIONAL INSPECTION PROGRAM

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

HQUSACE Command Staff Inspections (CSI) consist of a two-day visit to USACE Divisions by the DCG and selected staff principals once in every 24-month cycle. The proponent will make specific implementation guidance available. A CSI schedule is provided below to cover the next three fiscal years.

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

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

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

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

3. The POC is Bruce Eller, 202-761-5553.

FY 04-06 Command Inspection Dates:

FY 04	FY 05	FY 06
Nov 2003 NWD	Nov 2004 NAD	Nov 2005 MVD/ERDC
Jan 2004 SAD	Jan 2005 SPD	Jan 2006 SAD
Mar 2004 LRD	Mar 2005 SWD	Mar 2006 LRD
May 2004 HNC	May 2005 POD	May 2006 HNC
Jul 2004 TAC	Jul 2005 NWD	Jul 2006 TAC

SECTION 3 CONFERENCES

ER 37-1-18 provides guidance and instructions for conducting all USACE sponsored meetings and conferences. (This ER is being updated but the update will not change basic content herein). The CG has approved the following *Standard Recurring Approved Conferences* that support our strategic vision. Other meetings that involve 25 or more Department of The Army (DA) personnel in a TDY status are *Special Meetings* that are approved on an 'as needed' basis. MSC Commanders, HQUSACE Management Staff will follow ER 37-1-18 in gaining these approvals. **The POC is Mark Guest, 202-761-0067.**

HQUSACE STANDARD RECURRING APPROVED CONFERENCES

Senior Leaders' Conference (with the associated Emerging Leaders Conference)
Spring USACE Leaders Workshop (with ENFORCE)
Fall District Commanders Conference (in DC)
* Worldwide DPW Training Workshop
* Project Delivery Team Conference[1]
* USACE Technical Transfer Conference[2]
* Navigation Conference *(PL95-269 & WRDA)*
Small Business Conference (in DC)
CP-18 Career Program Managers Seminar
Worldwide USACE Legal Services Conference
Real Estate Conference
Finance and Accounting Conference
Resource Management Conference
Information Managers Symposium
Security and Law Enforcement Conference
CP-55 Career Program Managers Workshop
National Regulatory Conference
Public Affairs Conference
PARC Roundtable Conference

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

The intent of the Commander is also that MSC and Center Commanders plan for and conduct staff rides at least annually as a means of communicating and facilitating teamwork among our people.

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

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

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

SECTION 3 USACE MGT CONTROL PLAN

1. Army Regulation 11-2, Management Control (1 August 1994), directs that organizations develop a Management Control Plan (MCP) describing how their required management control evaluations will be conducted over a five-year period. Our five-year plan covers FY 04–08, and is located on the HQ, USACE website under Resource Management, Business Practices, Management Directed Programs, Management Control Program. Updates to our MCP will be published in conjunction with Army updates. (RM website URL: http://www.usace.army.mil/inet/functions/rm/business/programs.htm)

2. The USACE MCP is a compilation of appropriate Army functions requiring Management Control Evaluations and other areas identified by HQUSACE functional staff. You should tailor this plan to your specific workload and environment. As in the past, the mandatory evaluation areas on this plan plus any others you consider appropriate will constitute the MCP for MSCs, ERDC, TAC, HNC, districts, and FOAs.

3. Management control evaluations may be conducted in one of two ways—management control checklists or existing management review processes. Checklists and key management controls for FY 04–08 are in the USACE MCP which can be found on the RM website. Existing review processes acceptable for use by USACE organizations to evaluate key management controls include reports of Command Staff Inspections, Command Management Reviews, Command and Staff Assistance Visits, and scheduled audits/inspections by other internal or external agencies. Another source of Army's mandatory control areas is the Assistant Secretary of The Army, Financial Management and Comptroller (ASA (FM&C)), website. Upon opening the website, click on the first entry "Army Management Control Evaluations" and follow the directions given thereafter. (ASA(FM&C) website URL: http://www.asafm.army.mil/fo/fod/mc/mc.asp)

4. Management controls monitoring and evaluation is a year-round activity. The formal process generally begins each year in April or May with the publication by ASA (FM&C) of the requirements for reporting on Management Controls within the Department of The Army. The process culminates in September or October with the Secretary of The Army's Annual Statement of Assurance on Management Controls to the Secretary of Defense. These requirements are then incorporated into the data call published by HQUSACE forwarded to subordinate USACE organizations. The data collected is then analyzed and incorporated into the annual statement from the Chief of Engineers/Commanding General, USACE, to the Secretary of The Army.

5. Proponent for this process is CERM-P (Russ Warren, 202-761-1860).

The USACE Small Business Office provides command-wide management oversight to the USACE Small and Disadvantaged Business Utilization (SADBU) Program. The mission is to advocate the award of a fair portion of contracts to Small and Disadvantaged Businesses; promulgate policy, establish procedures, publish direction and guidance for USACE MSCs; act as principal advisor to the USACE Command Group and Deputy Chiefs of Staff on all matters pertaining to the Small Business Program; and provide guidance to Chiefs of the Small Business Office at the MSCs. The Director of Small Business (GS-15) is appointed by the Commander pursuant to DoD Directive 4205.1. Paragraph D1d(2) of the directive requires that the Director report directly to the Commander or his Deputy.

Develops and assigns command-wide performance goals for all socioeconomic elements of the Program. Establishes and maintains continuing liaison with industry via outreach counseling. Develops/implements innovative methods for doing business with all businesses that qualify under the various socioeconomic programs. Supports members of Congress through participation in Business Opportunity and Federal Procurement Conferences. Acts as initial POC and focal point for industry inquiries.

Specific performance targets for FY 04 through FY 07 assigned by Secretary of The Army are listed in table. Not all statutory goals are identified in the table below as they are not included in Secretary of The Army's performance targets for USACE. All statutory goals can be found in Public Laws. **The POC is Judith Blake, 202-761-8789.**

Scorecard Elements	FY 04 Target	FY 05 Target	FY 06 Target	FY 07 Target
PRIME Contracting				
Small Business	42.7%	43.4%	44.0%	44.0%
Small Disadvantaged Business	16.4%	16.7%	16.9%	16.9%
HUBZone Small Business	3.1%	3.2%	3.2%	3.2%
Women-Owned Small Business	5.5%	5.6%	5.7%	5.7%
HBCU/MI	13.4%	13.6%	13.8%	13.8%
Service-Disabled Veteran-Owned Small Business	3.0%	3.0%	3.0%	3.0%
Subcontracting				
Small Business	72.4%	73.5%	74.5%	74.5%
Small Disadvantaged Business	10.4%	10.6%	10.7%	10.7%
HUBZone Small Business	3.1%	3.2%	3.2%	3.2%
Women-Owned Small Business	10.8%	11.0%	11.2%	11.2%
Service-Disabled Veteran-Owned Small Business	3.0%	3.0%	3.0%	3.0%