US Army Corps
of Engineers

USACE
Fiscal Year 2001
Consolidated
Command
Guidance

HQUSACE
June 2000

FOREWORD

The Fiscal Year 2001 (FY 01) Consolidated Command Guidance (CCG) is the Command's near-term blueprint for fulfilling our vision. This year our near-term guidance is more strategic than in previous years. We are again focusing out three years to provide a backdrop that will assist our Regional Management Boards (RMBs) in developing three-year operating budgets.

As we reach the end of my tenure, I am proud to close out several of our strategic initiatives and to hand off to the in-coming chief a set of mature and relevant initiatives for enhancing the capabilities of our worldwide organization. My guidance to you is to review the strategic initiatives efforts that comprise your Campaign Plans and Operations Plans and do what you can to refine and complete these efforts to clear the path for the incoming Commander's agenda. To support this effort, this CCG presents an updated roadmap and narrative describing our continually evolving Strategic Management Process. The revised Command Management Review (CMR) discussed in this document will keep us efficient and effective in our daily operations. The SMR process and indications described herein form a valuable mechanism for facilitating and measuring strategic change, and for keeping us on our strategic path.

Please sustain your strategic focus on the key initiatives addressed in this document pending guidance from our in-coming Commander. We have come too far to risk missing our goals due to inattention and anticipation of redirection. I specifically encourage you to focus on refining and trickeling down our new SMR process.

I am confident that the progress we have made in our five focus areas has postured us for relevance and vitality in the 21st century.

ESSAYONS!

for JOE N. BALLARD
Lieutenant General
Commanding

Russell P. Pickering
MG, US Army
DCG

FY 01 CONSOLIDATED COMMAND GUIDANCE

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INTRODUCTION

GENERAL

The CCG is a single document which for the past several years has presented a summary of USACE's strategic direction, resource guidance, and performance requirements for the upcoming fiscal year and outyears. The Strategic Management Review (SMR), CMR and other types of performance review sessions have and will provide mission execution feedback to USACE Commanders.

USES AND ORGANIZATION OF THE CCG:

1. FY 01 Consolidated Command Guidance is a major command-level document that outlines USACE resources and procedures to monitor mission execution. This document:

a. Links the Corps Strategic Vision and the command-wide corporate strategic focus areas to mission resourcing and execution: Chapter 1.

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

c. Establishes the FY 01 Performance Execution targets and the SMR/CMR indicators: Chapter 3.

d. Documents as guidance the SMR strategic indicators and goals by which we have chosen to specify our strategic change goals.

2. Consolidated Guidance will be used by HQUSACE to:

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

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

3. Major Subordinate Commanders, District Commanders, ERDC Commander, and FOA Directors are expected to use the CCG to help them establish:

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

b. A performance monitoring system (SMR) prescribes performance changes required to achieve the USACE strategic goals.

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

d. Refinements to their Campaign and OPLANs that will align them with command-wide strategic guidance and initiatives.

FY 01 CONSOLIDATED COMMAND GUIDANCE

CHAPTER 1

USACE STRATEGIC PLANNING

For the past four years, USACE has been engaged in an ambitious and successful agenda of strategic planning activity. We have progressed from initiatives–based strategic planning through scenario-based strategic planning, (SBSP). For over a year now, we have focused on implementing the initiatives generated by SBSP. We have effectively completed all eight steps of the change management template prescribed by John Kotter in his book "Leading Change".

Between now and the issuance of the 50th Chief's statements of strategic vision and intent, we must focus on steps #5 "Empowering Broad Based Action, #7 "Consolidating Gains and Producing More Change, and # 8 "Anchoring Approaches in the New Culture." Most of the five focus team actions defined in the '00 CCG have now been transferred from task force planning status to implementation by appropriate operational elements. We need to continue these actions.

The graphic below describes the progression of initiatives throughout the last four years. The main trend here is that the strategic efforts of the command have transferred gradually but significantly since '97. We have gone from general, conceptual planning to much more detailed and implementable initiatives. For example, as you can see from the graphic, we have evolved from investigating what it means to "invest in people" to actually quantifying our capabilities in light of future workload and developing strategies for sustaining necessary workforce capabilities. The following subparagraphs summarize the status of those initiatives that LTG Ballard has designated as being in the forefront of our strategic game plan.

a. Capable Workforce Development (Lead: Bill Brown as Chair of the Capable Workforce Focus Team and BG Carl Strock as Commander of NWD the Pilot MSC for this initiative).

- NWD is the designated "test division" for the Capable Workforce pilot project – a Corps-wide initiative. Their role is to develop and test a pilot framework for guiding USACE thinking and action planning related to ensuring we sustain a capable workforce into the future. The work involves looking at the NWD workforce, workload and culture and developing the questions that must be asked in order to gather key data about our future, then gathering the requisite data, and creating a plan for using the data to aid in decision-making. They will make recommendations to USACE HQ on the framework's utility and offer recommendations to the other MSCs for consideration as a corporate framework.
- By early in '01 NWD will have completed this pilot program and offered their recommendations for Command-wide consideration. Depending on the results, HQUSACE will issue guidance regarding adoption of a template for conducting similar regional analyses.
- By mid-'01, all MSC's should have conducted regional assessments following this concept. The result will be an aggregated picture of USACE capabilities in comparison to workload five years out. That aggregated picture will then be used to generate Command guidance on human resources development issues such as hiring, retention, and work process redesign that will sustain USACE capabilities well into the 21st Century.

b. Information Technology (IT) (Lead: Wilbert Berrios as Deputy Chief of Staff for Information Management). Information technology is an enabler for the mission work of the organization. Over the past year, USACE has made several major decisions regarding how to better leverage IT to the benefit of the organization's mission accomplishment and operational efficiency. Most of the decisions involving IT resources and priorities have linked closely with other key USACE initiatives. For example: Each of the initiatives listed on the left below has already been started. All but PROMIS enhancement will have been at least partially fielded before the end of FY 00. We expect to complete most of these initiatives in 2001. These IT projects in the left column enable and support the broader corporate initiatives listed on the right.

Registry of Skills	Capable Workforce initiatives
Customer Contact Database	Outreach initiatives
Congressional Contact Database	Outreach initiatives
Enhanced PROMIS	Project Management Business Process
Enterprise Web Portal	Support to the Army—installation support community of interest
Corporate ID/IQ contracts database	Contracting initiatives

- The realm of IT is rapidly changing, and it requires great strategic focus to anticipate needs and synchronize them with the options available. The plan we have laid out for our near term IT hardware and software initiatives is summarized below to apprise all USACE command elements of our current efforts.

    1) MSC IM Role - Per a recent message by the USACE Chief Information Officer (CIO), Division Information Managers will be changing their focus from an operational view to a "Regional CIO " perspective.
    2) Enterprise Management System (EMS) – We are initiating a study of current Infrastructure and business processes to help determine the best way to install EMS Corps-wide.
    3) Corporate Lessons Learned (CLL) – Within existing automation systems, USACE will be adopting a systemic approach to capturing, evaluating, and using "lessons learned" across many functional areas.
    4) Knowledge Management (KM) – The USACE Strategic Management Board adopted a corporate Knowledge Management pilot program. The pilot test will be focused on providing more capabilities to Installation Support personnel at the Divisions/Districts. The initial pilot program components include a Knowledge Map and Enterprise Portal.

c. Regional Management Boards (RMBs) (Lead: MSC Commanders as pioneers in this business process reengineering initiative). Regional Business Center Initiative. Early in 1998, LTG Ballard approved establishment of Regional Business Centers so that all of the resources within each Division's AOR could be better integrated to more efficiently execute our customers' programs and projects. In the intervening two years, we have made great strides in forging regional teams. We are now much more able to work as a single Corps than previously when we functioned as a multitude of independent entities. Now, our MSC Commanders need to strengthen their involvement in the Regional Management Board (RMB) process.

Each MSC is at a different stage of refining their RBC initiatives. Each is following their own approach to developing business processes and tools for functioning as Regional Business Centers to achieve integrated resource allocation. Two specific initiatives are cited below to illustrate the evolution in our Regional Business:

- SPD has developed a "Regional Project Management Business Process" (RPMBP) to provide the tools and direction necessary for districts in the South Pacific Division to function as one Regional Business Center using common business processes and enabling cross leveling of resources throughout the Division. Common reports and standard processes are available to all over the internet. Documentation for this approach, spreading across other MSC's, as well as specific, real-time project data for SPD, is available at http://corpsnet.spk.usace.army.mil/rpmbp/main.html

- MVD has created its Regional Center Business Plan, describing its program in terms of its customers, personnel, services, and viability. This is a first attempt in an integrated document to treat a USACE division and its component districts as a single business-like organization, including new regional initiatives. This document will be available (after 15 June 2000) at http://www.mvd.usace.army.mil/RBC/Main.htm.

d. Contracting. (Lead: Bunny Greenhouse as Principal Assistant Deputy for Contracting). Today USACE operates in an environment of increasing demand for services and declining resources. As a result, the current priority for USACE acquisition and contracting is to make aggressive and innovative leaps in saving money and making business operations more efficient through a Revolution in Business Affairs which includes Acquisition Reform and Regionalization. USACE is poised to be at the forefront of this revolution by using a balanced tool box of acquisition strategies and initiatives, such as,

- Updating the EFARS to institutionalize the appropriate use of advanced acquisition planning and integrated product teams
- Developing more effective competition through greater small business utilization
- Implementing longer-term contracts to reduce the workload
- Encouraging **Acquisition Management Survey (AMS)** visits to resident offices and more frequent site visits by contracting officers
- Continuing provisional warrants and compliance with the Defense Acquisition Workforce Improvement Act (DAWIA)

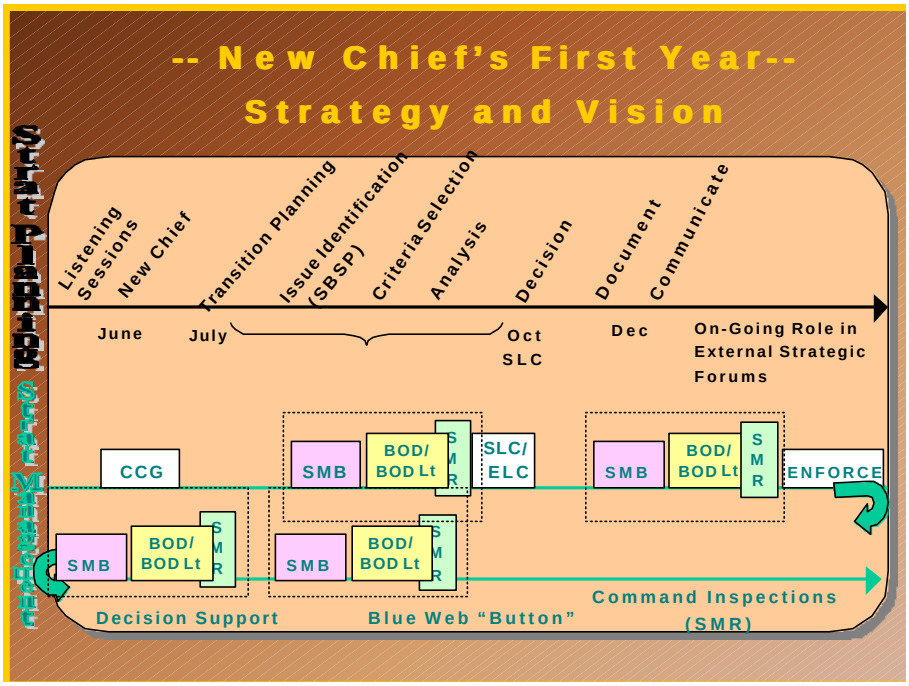
e. Outreach/Customer Relationships (Lead: Dave Sanford as Chief of the Business Development Division of the Office of the Deputy Commanding General for Military Programs). The Corporate Outreach effort, formerly led by Pat Rivers and Charlie Hess, has been completed and is being implemented. The Corporate Outreach effort is being implemented under the leadership of Dave Sanford, who is Chief of the Business Development Division of the Office of the Deputy Commanding General for Military Programs. Several key efforts are expected during FY 01:

- Refinement of the Corporate Outreach Plan to synchronize and align field level plans. These plans identify key opportunities for Executive Liaisons to enhance customer relationships.
- Revisions to the Corporate Outreach training curriculum and plan which includes the Corps Path.
- Final testing and implementation of the "One Door Contact System."
- Corporate portfolio development and enhancement.
- Executive Liaison sponsored customer support plans and workshops.
- Lessons learned sharing and networking among Executive Liaisons under sponsorship of Business Development Division.

USACE STRATEGIC MANAGEMENT PROCESS

The USACE Strategic Management Process (SMP) has been evolving to make sure that our corporate management decisions and implementation of those decisions stay on track with our evolving strategic plans and implementation guidance.

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



- The cyclic events depicted below the planning cycle are events that constitute the mechanisms we have established for managing the tactical initiatives that emerge from any strategic planning effort. The components of the SMP are described and discussed below.

- <u>Strategic Management Board (SMB)</u>. The assembled HQUSACE General Officer and Senior Executive Service members who are stationed at HQUSACE. This group is now charged with meeting as often as necessary, but at least twice a quarter. The purpose of the SMB is to discuss strategic issues of significance to the BOD and/or HQUSACE. SMB was chartered to ensure that our HQ SES and GO members are

fully engaged in the USACE strategic dialogue. This SMB forum is also charged with advising the Commanding General and Deputy Commanding General prior to all BOD sessions as well as other strategic forums (e.g., ENFORCE, Senior Leaders Conference, District Commanders Conferences). Thus, the Command has provided the forum and process to promote widespread strategic dialogue in the appropriate sequence to ensure full discussion and disclosure prior to decisions by the Commanding General.

- Board of Directors (BOD). Quarterly day-long meetings of all HQ GOs, all Division Engineers, the ERDC Commander, plus six SESs (currently Ms. Kristine Allaman, Dr. Barbara Sotirin, Mr. Steve Coakley, Mr. Robert Andersen, Mr. Mike White, and Mr. Tony Lakeeta) and the SMB Chair to address strategic issues and make recommendations to the Commanding General. Each member has selected an Emerging Leader Program graduate to serve as a staff assistant. The Emerging Leaders Conference (ELC) BOD Liaison Team serves as support staff as well as participating as shadows to this strategic process, thereby observing how leaders lead, how issues progress from concepts to decisions. Each quarter, the ELC support team receives a team assignment topic on which the BOD elicits their perspectives and advice. The BOD presentations, minutes, and on-line working dialogues are posted at the Blue Strategic Button on HQUSACE web site.

- Command Management Review (CMR). The CMR is a quarterly ½day meeting in which all HQUSACE Staff principals meet jointly with all MSC Commanders to address measures of operational efficiency. These measures are portrayed and compared across all MSCs to depict a Corps-wide status report that identifies areas for improvement and promotes sharing of best practices. The CMR is always scheduled for the morning following the BOD sessions, in order to minimize travel requirements and provide a standard sequence of events. CMR charts are posted on the USACE INET web site http://www.usace.army.mil/inet/functions/rm/rmpg/cmr/cmr.html. Although we strive to have standard CMR measures, there is generally some change in measures through the year (see Chapter 3 of this document for guidance on recurring CMR measures). Note that we will be moving to a more balanced and perhaps less quantitative set of strategic measures that we have titled SMR. The CMR+ is being modeled on the Balanced Scorecard concept that addresses how well the organization is changing toward its stated strategic goals through a balanced approach to measurement (more strategic qualitative and quantitative, short-term and long-term financial and nonfinancial, leading and lagging indicators, internal and external perspectives).

- Senior Leaders Conference (SLC). The SLC is an annual conference held in the early fall that brings together all USACE SESs, MSC Commanders, HQUSACE Staff Principals, ERDC Commander, and FOA Directors. This conference constitutes an annual senior level working session at which strategic issues are briefed, discussed, and worked. It is through this milieu that the Commander is able to ensure focus and clarity of senior leadership with regard to the Chief's key strategic initiatives. See the INET SLC home page for details of last year's and this year's SLC dates, location, agenda, briefings, and photographic record: http://www.usace.army.mil/essc/slc.

- Emerging Leaders Conference (ELC). Conducted concurrently with the SLC, the ELC is an annual conference held for mid-level USACE managers. This is a combined educational and networking opportunity for a select group of mid-level managers. The ELC agenda consists of both individual assessment modules as well as attendance at joint SLC-ELC sessions where major strategic issues are briefed and discussed. From a strategic perspective, the ELC is a major investment in developing USACE's future leaders in the strategic dialogue.

- District Engineers Conferences. Twice annually the USACE District Engineers meet to address strategic issues, exchange lessons learned, make recommendations to the Commander, and receive his guidance. In the fall, the District Engineers assemble in Washington, D.C., for a two-day session of corporate updates, strategic dialogue, and face-to-face idea exchanges with the Commander. In the spring, they travel to Ft. Leonard Wood to join with MSC Commanders, SESs, HQUSACE senior staff, and the other members of the Engineer Regiment to focus primarily on project and policy updates and team building events. Although this fall session is not a USACE-only event, it is a recurring opportunity to coalesce the energy of the USACE headquarters and field leadership.

- Command Inspections. An annual series of Command inspection visits which the Deputy Commanding General and the HQUSACE staff principals conduct to ensure regional level implementation of the Strategic Vision. The agenda for these visits is structured around the Corps Plus Strategy. All readaheads and after-action reports methodically enumerate (function-by-function) how the MSC's are fulfilling the USACE Strategic Vision. The format and schedule for the next two years of Command Inspections is provided at Chapter 2 of this document.

- Consolidated Command Guidance (CCG). This annual guidance document strives to issue both the strategic and tactical guidance required for major and recurring matters of significance Command-wide. This document is provided in hard copy as well as on the INET home page: http://www.usace.army.mil/inet/functions/rm/rmpg/rmpg.htm.

- Executive Information Technology Steering Board (EITSB). This new board will hold regularly scheduled meetings to address the Command's Information Technology (IT) investments with particular focus on USACE automated information systems (inclusive of IT programs and automated engineering tools). IT investments will be evaluated according to their contribution to strategic change initiatives as well as business value criteria—ranked, prioritized, and recommended to the IT investment decision authority for approval.

RELATIONSHIP OF THE CCG TO PUBLIC LAW

The CCG is built on a clear and modern foundation of public laws. The four pillars of management in the U.S. Government noted below are dynamic, fully implemented by most Government organizations and directive in nature for all U.S. Executive Agencies. Our CCG and, indeed, our entire existing—and future—USACE management organization must answer to these Federal mandates. It follows then that our CCG must be fashioned so as to carefully reflect each of the following four overarching Public Laws for management.

- Chief Financial Officers Act of 1990, (CFO)
  (Public Law 101-576)

- Government Performance and Results Act of 1993, (GPRA or Results Act)
  (Public Law 103-62)

- Paperwork Reduction Act of 1995, (PRA)
  (Public Law 104-13)

- Clinger-Cohen Act, (formerly referred to as the Information Technology Management Reform Act [ITMRA])
  (Public Law 104-106), 1996

The relationship of our USACE CCG to each of these preeminent public laws is briefly summarized in Annex A.

CHAPTER 2

RESOURCES

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SECTION 1 RESOURCES

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 and workload, manpower and high grade allocations, 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. Commanders will find the **Discretionary Department of Defense (DOD) Program** chart useful in developing the military reimbursable portion of their COBs because the amounts reflected in this chart represent the services discretionary income. Discretionary income is that income which is most likely to come to USACE on a reimbursable basis to perform Minor Construction and Maintenance and Repair (RPMA) services. Program amounts displayed in this chart were extracted from the Army, Air Force, Navy and Other Services POMs.

4. 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 01 President's Budget and latest revision to the Program Objective Memorandum (POM). The Military program amounts include both direct and reimbursable programs combined for our major customers. The program amounts for Civil Works direct appropriations and Support For Others (SFO) work are reported separately. Additionally, the program amounts for Civil Works direct appropriations do not reflect Congressional Adds or the Constrained National Needs. The data shown in this summary were extracted from the USACE Integrated Command Resource Information (ICRI) Data Tables updated by USACE program managers.

5. The charts presented in the **Customer MSC/Lab Overview** Section represent USACE program managers allocation of program to MSC/Labs for the next three years. These amounts too, as in the USACE Program Summary chart, are based on the FY 01 President's Budget and latest revision to the POM. In most cases, unless otherwise indicated on the charts, the program

GENERAL REMARKS (CONT'D)

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.

6. The **USACE Workload Summary** Chart as well as the **MSC Workload** Charts were developed based on separate district, FOA and lab submissions of their estimated workload. The field uses the Civil Force Configuration Model (FORCON) for developing their civil workload data and the CEFMS Integrated Program Analysis and Evaluation (IPAE) for developing their military workload data.

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

Discretionary DOD Program Funds*
($ Millions)

Army	Appropriation	FY 01	FY 02	FY 03
Minor Construction	MILCON	1.9	2.4	2.9
	O&M	64.3	78.9	85.4
Maintenance & Repair (RPMA)	O&M	1,582.0	1,803.9	1,873.6
Construction & Planning	MILCON	109.7	106.3	102.2
Navy/Marine Corps		**FY 01**	**FY 02**	**FY 03**
Minor Construction	O&M	81.6	80.3	85.4
Maintenance & Repair (RPMA)	O&M	1,127.0	1,159.3	1,286.5
Construction & Planning	MILCON	71.0	77.6	83.7
Air Force		**FY 01**	**FY 02**	**FY 03**
Minor Construction	O&M	59.2	61.9	57.7
Maintenance & Repair (RPMA)	O&M	1,607.4	1,542.2	1,689.0
Construction & Planning	MILCON	64.1	41.6	52.9
Defense Health Program		**FY 01**	**FY 02**	**FY 03**
Minor Construction	O&M	46.6	42.2	43.1
Maintenance & Repair (RPMA)	O&M	326.3	379.2	384.8
Other Defense Agencies		**FY 01**	**FY 02**	**FY 03**
Minor Construction	MILCON	0.0	3.5	3.6
	O&M	3.2	3.2	3.4
Maintenance & Repair (RPMA)	O&M	3.0	4.2	4.0
Construction & Planning	MILCON	19.8	18.0	18.0

Other Defense Agencies include: OSD & DLA
*These funds represent discretionary monies which other DOD services/agencies may choose to give USACE for execution.

FY 01 CONSOLIDATED COMMAND GUIDANCE

USACE PROGRAM SUMMARY (DIRECT + REIMB)
FY 01-03 ESTIMATED PROGRAM ($ MILLIONS)
SOURCE: MAY 2000 ICRI TABLES

USACE	FY 01	FY 02	FY 03
Military Programs	6,952	7,193	6,832
Civil Works	5,088	5,073	5,172
Total	12,040	12,266	12,004

Military Programs	FY 01	FY 02	FY 03
Army, Construction	1,468	1,671	1,629
Air Force, Construction	651	783	489
DOD	1,243	1,250	1,236
Environmental (DERP/BRAC)	960	808	791
Engineering & Design	746	699	699
Real Estate	220	201	190
RDT&E	331	336	335
Host Nation/FMS	1,124	1,296	1,312
Other (e.g., ED&M)	209	149	151

Civil Works	FY 01	FY 02	FY 03
General Investigations	138	138	140
Construction General	1,346	1,346	1,362
Operations & Maintenance	1,854	1,854	1,875
Flood Control, MR&T	309	309	313
General Expense	152	152	154
Other Direct (Regulatory Prgm, FUSRAP, Non-Fed)	720	753	783
SFO Environmental	257	254	254
SFO All Other	312	267	291

PROGRAM MANAGERS AND DOCUMENTATION

PROGRAMS MANAGEMENT DIVISION - CEMP-M
BROWNING, STEPHEN E. - Chief, 761-1145
ARMY & AIR FORCE BRANCH - CEMP-MA
STICKLEY, HOWARD - Chief, 761-1995
DEFENSE/SUPPORT FOR OTHERS BRANCH - CEMP-MD
SAMAHY, ALY - Chief, 761-8636
POLICY BRANCH - CEMP-MP
NIELSEN, CYNTHIA - Chief, 761-1122
ENVIRONMENTAL DIVISION - CEMP-R
RIVERS, PATRICIA - Chief, 761-0858
POLICY AND REQUIREMENTS BRANCH - CEMP-RA
ECKERSLEY, WILLIAM - Chief, 761-4704
FORMERLY USED DEFENSE SITES BRANCH - CEMP-RF
LUBBERT, BOB - Chief, 761-4950
ENVIRONMENTAL SUPPORT BRANCH - CEMP-RI
BALLIF, JAMES - Chief, 761-8880
INTERGOVERNMENTAL AND SUPERFUND SUPPORT BRANCH - CEMP-RS
BILL BRASSE - Chief, 761-8879
INSTALLATION SUPPORT DIVISION - CEMP-I
ALLAMAN, KRISTINE L. - Chief, 761-1014
PLANNING BRANCH - CEMP-IP
ZEKERT, JERRY - Acting Chief, 703-428-6139
BUSINESS SYSTEMS BRANCH - CEMP-IB
SABO, PETER - Chief, 703-428-8209
INSTALLATION SUPPORT POLICY BRANCH - CEMP-IO
VACANT, Chief
BUSINESS DEVELOPMENT DIVISION (ORGANIZATION LAYOUT – 16 JULY 2000)
VACANT, Chief
RESEARCH & OUTREACH BRANCH
KISICKI, DONALD - Chief, 761-4273
STRATEGY & ANALYSIS BRANCH
DAVIS, JILL - Chief, 761-4761
CORPORATE IMPLEMENTATION BRANCH
LOVO, JAMES - Chief, 761-4804

MILITARY PROGRAMS

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

MSC	FY 01	FY 02	FY 03
HNC	172,300	227,880	157,800
LRD	71,461	109,321	90,733
NAD	134,480	190,650	249,600
NWD	71,359	122,950	156,700
POD	189,490	238,800	289,650
SAD	229,150	154,650	177,200
SPD	48,474	15,350	14,700
SWD	91,978	77,750	0
TAC	0	0	0
TOTAL	908,692	1,137,351	1,136,383

*** = Based on incremental funding**

Program Managers Assessment: FY 01 - FY 03

MCA - Program remains constant at $800 - $900M. Chem Demil is included under Type Fund "10-MCA" for Program Years 01-03. Type Fund "4A-MCDA" displayed Chem Demil for Program Years 95-00. **AFHC** - Program averages $125M per year. **Base Closure Army (BCA)** - Final projects programmed in FY 01. **MCAR** - Program averages $50 -$75M per year.

MILITARY PROGRAMS

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

MSC	FY 01	FY 02	FY 03
HNC	0	0	0
LRD	31,350	19,500	19,500
NAD	18,242	67,300	67,300
NWD	106,865	110,292	110,292
POD	80,378	86,673	86,673
SAD	84,137	108,569	108,569
SPD	39,430	109,147	109,147
SWD	65,715	57,100	57,100
TAC	0	0	0
TOTAL	426,117	558,581	558,581

Program Managers Assessment: FY 01 - FY 03

The Corps of Engineers is responsible for design and construction of approximately 80 percent of the Air Force's annual military construction program (MCAF). The Corps provides design and construction agent services in support of the Air Force Base Closure MILCON Program (BCF). The BCF program is steadily decreasing with final project programming for FY 01. The Corps is responsible for a portion of the Air Force Reserve MILCON Program (MAFR). We are experiencing a MAFR decrease in the historical average of approximately $33 million annually. FHAF is not included in the above projections.

MILITARY PROGRAMS

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

MSC	FY 01	FY 02	FY 03
HNC	0	0	0
LRD	14,600	14,600	14,600
NAD	136,153	136,153	136,153
NWD	6,650	6,650	6,650
POD	72,500	72,500	72,500
SAD	76,700	76,700	76,700
SPD	15,000	15,000	15,000
SWD	52,350	52,350	52,350
TAC	61,645	61,645	61,645
TOTAL	435,598	435,598	435,598

Program Managers Assessment: FY 01 - FY 03

Excluded are unspecified site location or CONUS wide program funds, i.e., Nation Missile Defense, FY 01 - $85, FY 02 - $180, FY 03 - $126 mil & HUD Quality Assurance, FY 01 - $3 mil.

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

Program	FY 01	FY 02	*FY 03
DOD Medical	$77,000	$104,000	$104,000
DLA	$ 96,000	$ 79,000	$ 79,000
DC Schools	$160,000	$90,000	$90,000
USSOCOM	$57,000	$57,000	$57,000

MILITARY PROGRAMS

INSTALLATION SUPPORT ONE-STOP, PM-FORWARD, AND INSTALLATION SUPPORT OFFICES TOTAL PROGRAM (FUNDS AVAILABLE)

	FY 01				FY 02			
MSC	FTEs	Manpower $s	Checkbooks $s	Total $s	FTEs	Manpower $s	Checkbooks $s	Total $s
LRD	4	360,000	305,000	665,000	4	360,000	305,000	665,000
MVD	1	90,000	10,000	100,000	1	90,000	10,000	100,000
NAD	12	1,080,000	517,000	1,597,000	12	1,080,000	517,000	1,597,000
NWD	8	720,000	395,000	1,115,000	8	720,000	395,000	1,115,000
POD	9	810,000	397,000	1,207,000	9	810,000	397,000	1,207,000
SAD	12	1,080,000	155,000	1,235,000	12	1,080,000	155,000	1,235,000
SPD	5	450,000	263,000	713,000	5	450,000	263,000	713,000
SWD	8	720,000	290,000	1,010,000	8	720,000	290,000	1,010,000
TAC	2	180,000	42,000	222,000	2	180,000	42,000	222,000
Total	61	5,490,000	2,374,000	7,864,000	61	5,490,000	2,374,000	7,864,000

	FY 03			
MSC	FTEs	Manpower $s	Checkbooks $s	Total $s
LRD	4	360,000	305,000	665,000
MVD	1	90,000	10,000	100,000
NAD	12	1,080,000	517,000	1,597,000
NWD	8	720,000	395,000	1,115,000
POD	9	810,000	397,000	1,207,000
SAD	12	1,080,000	155,000	1,235,000
SPD	5	450,000	263,000	713,000
SWD	8	720,000	290,000	1,010,000
TAC	2	180,000	42,000	222,000
Total	61	5,490,000	2,374,000	7,864,000

Program Managers Assessment: FY 00 - FY 02

1. Three former programs (One-Stop, PM-Forward and IS Office) were integrated into a single funding stream in FY 00.
2. It is recognized that the funding for the out years is flatlined, therefore as salaries increase annually, checkbook dollars will decline.
3. USACE Installation Support Programs are an integrated mix of Direct and Reimbursable Funds.
4. MSCs have the responsibility to build an integrated program providing both regional and customer specific support, using both Direct and Reimbursable Funds.
5. Note: FTE allocations have decreased from 89 (FY 99-00) to 61 (FY 01-03). However, funding remains constant.

MILITARY PROGRAMS

OMA DERP - IRP (DIRECT / REIMB) (CEMP-RI)
TOTAL PROGRAM (FUNDS AVAILABLE)
($000)

MSC	**FY 01** DIR / REIMB	**FY 02** DIR / REIMB	**FY 03** DIR / REIMB
HNC	0 / 0	0 / 0	0 / 0
LRD	2,400 / 5,500	2,400 / 5,500	2,400 / 5,500
NAD	5,700 / 11,000	5,700 / 11,000	5,700 / 11,000
NWD	3,200 / 23,000	3,200 / 23,000	3,200 / 23,000
POD	0 / 16,000	0 / 16,000	0 / 16,000
SAD	19,500 / 16,000	19,500 / 16,000	19,500 / 16,000
SPD	15,500 / 12,000	15,500 / 12,000	15,500 / 12,000
SWD	3,500 / 11,500	3,500 / 11,500	3,500 / 11,500
DSMOA-STATES	5,300 / 0	5,300 / 0	5,300 / 0
HQ	1,800 / 0	1,900 / 0	1,900 / 0
TOTAL	56,900 / 95,000	56,900 / 95,000	57,000 / 95,000

Program Managers Assessment: FY 01 - FY 03

Funding for the Installation Restoration Program should remain stable over the next few years.

MILITARY PROGRAMS

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

MSC	FY 01	FY 02	FY 03
HNC	8,800	6,800	6,800
LRD	20,300	25,000	25,000
NAD	18,400	20,100	20,100
NWD	47,700	46,500	46,500
POD	30,800	25,500	25,500
SAD	15,800	17,400	17,400
SPD	15,600	18,500	18,500
SWD	13,800	12,700	12,700
DSMOA-STATES	3,800	2,800	2,800
HQ	11,700	13,000	13,000
TOTAL	186,700	189,300	189,300

Program Managers Assessment: FY 01 - FY 03

Funding for the military environmental programs should remain stable over the next few years. Note that the HQ line for FY01, FY02 and FY03 includes contingency funding totaling $5.87M, $7.24M , $7.24M for FYs 01,02,03, respectively. These funds will be issued to districts for project execution as requirements are identified.

MILITARY PROGRAMS

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

MSC	FY 01	FY 02	FY 03
HNC	400	400	400
LRD	75,900	38,500	38,500
NAD	103,100	51,300	51,300
NWD	14,300	7,500	7,500
POD	0	0	0
SAD	74,600	37,400	37,400
SPD	62,900	31,400	31,400
SWD	30,600	15,400	15,400
DSMOA-STATES	3,900	3,700	3,700
HQ	1,500	1,500	1,500
TOTAL	367,400	187,100	187,100

Program Managers Assessment: FY 01 - FY 03

Funding levels reflect FY 00 partial deferral to FY 01. Only direct BRAC-ER is shown in the above chart since reimbursable funding to specific divisions can not be predicted accurately.

MILITARY PROGRAMS

EQ PROGRAM (REIMB) (CEMP-RI)
TOTAL PROGRAM (FUNDS AVAILABLE)
($000)

MSC	FY 01	FY 02	FY 03
HNC	7,000	7,000	7,000
LRD	18,000	18,000	18,000
NAD	23,000	23,000	23,000
NWD	27,000	27,000	27,000
POD	42,000	42,000	42,000
SAD	27,000	27,000	27,000
SPD	14,000	14,000	14,000
SWD	42,000	42,000	42,000
TAW	0	0	0
HQ	0	0	0
TOTAL	200,000	200,000	200,000

Program Managers Assessment: FY 01 - FY 03

Funding for the Environmental Quality Program should remain stable over the next few years.

MILITARY PROGRAMS

OMA DERP - OTHER DOD (REIMB) (CEMP-RI)
TOTAL PROGRAM (FUNDS AVAILABLE)
($000)

MSC	FY 01	FY 02	FY 03
HNC	8,400	8,400	8,400
LRD	4,700	4,700	4,700
NAD	1,000	1,000	1,000
NWD	38,400	38,400	38,400
POD	4,100	4,100	4,100
SAD	1,800	1,800	1,800
SPD	5,000	5,000	5,000
SWD	5,100	5,100	5,100
DSMOA	12,900	12,900	12,900
HQ	700	800	800
TOTAL	82,200	82,200	82,200

Program Managers Assessment: FY 01 - FY 03

Funding for the Environmental Quality Program should remain stable over the next few years.

PROGRAM MANAGERS AND DOCUMENTATION

1. General Investigations:
   Program Manager: Ken Hall, CECW-BW, 202-761-8587

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

3. Operation & Maintenance, General:
   Program Manager: Joseph Bittner, CECW-BC, 202-761-0799.
   Alternate: Dennis Kern, CECW-BC, 202-761-1778

4. Flood Control, Mississippi River and Tributaries:
   Program Manager: Kyle Jones, CECW-BC, 202-761-8582.

5. General Expenses:
   Program Manager: Allen Nelson, CERM-B, 202-761-0082.

6. Regulatory Program:
   Program Manager: John Studt, CECW-OR, 202-761-1785
   Appropriation Account Manager: John Micik, CECW-BA, 202-761-0705

7. Flood Control & Coastal Emergencies:
   Program Manager: Ed Hecker, CECW-OE, 202-761-0409
   Appropriation Account Manager: John Micik, CECW-BA, 202-761-0705

8. Formerly Utilized Sites Remedial Action Program (FUSRAP):
   Program Manager: Hans Moening, CECW-BA, 202-761-0372.

9. Coastal Wetlands Restoration Trust Fund:
   Program Manager: George DeSorcy, CERM-B, 202-761-1826.
   Appropriation Account Manager: Joe Rees, CECW-BC, 202-761-8581

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

11. Project Cooperation Agreements (PCAs):
    Program Manager: James Scott, CECW-AR, 703-428-8373.

CIVIL WORKS
GENERAL EXPENSES
($000)

MSC	FY 01	FY 02	FY 03
LRD	12,324	12,046	12,407
MVD	10,652	10,673	10,993
NAD	8,886	9,241	9,518
NWD	10,051	9,273	9,551
POD	2,771	2,881	2,967
SAD	9,530	9,908	10,205
SPD	9,820	10,213	10,519
SWD	8,773	9,124	9,397
OTHER CE OFFICES	83,778	86,227	89,759
TOTAL GEN EXP	156,585	159,586	164,315

Program Managers Assessment: FY 01 - FY 03

The projected increase shown above represents inflation for pay raises, rent, and other costs at 4% for FY 02 and 3% for FY 03.

CIVIL WORKS

GENERAL INVESTIGATIONS
($000)

MSC	FY 01	FY 02	FY 03
LRD	15,000	15,400	15,900
MVD	17,500	18,100	18,700
NAD	17,700	18,200	18,800
NWD	8,400	8,700	9,000
POD	3,800	3,800	3,900
SAD	7,900	8,100	8,300
SPD	22,500	23,100	23,900
SWD	10,000	10,400	10,700
TOTAL GEN INV	102,800	105,800	109,200

Program Managers Assessment: FY 01 - FY 03

The General Investigations program is flat through the year 2003. The FY 01 Budget is a constrained planning program level. Adjustments to this program level will be made dependent upon the successes of the individual studies underway and the annual Energy and Water Development Appropriation Acts. The MSC ceilings in the outyears reflected by the annual program EC allow for the increased outyear uncertainty of the individual studies successful progression.

CIVIL WORKS

CONSTRUCTION GENERAL
($000)

MSC	FY 01	FY 02	FY 03
LRD	206,916	202,526	274,585
MVD	221,056	176,711	162,490
NAD	190,977	217,625	218,980
NWD	177,198	170,038	160,680
POD	16,437	5,983	5,883
SAD	304,825	308,045	255,781
SPD	112,447	113,816	127,412
SWD	131,967	86,504	82,081
HQ	149,430	214,758	227,689
TOTAL CONST GEN	1,511,253	1,496,006	1,515,581

Program Managers Assessment: FY 01 - FY 03

The gross FY 01 Construction, General program request prior to the application of an adjustment for savings and slippage, is $1.511 Billion and includes optimal funding for navigation in channels and harbors (excluding inland waterways) subject to the Administration's proposed Harbor Services User Fee initiative. The gross Construction, General program ceiling, which contains the follow-on funding required for these navigation projects, remains flat at $1.496 billion and $1.515 billion in FY 02 and FY 03, respectively, 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 01	FY 02	FY 03
LRD	355,898	355,900	359,900
MVD	351,118	351,100	355,100
NAD	198,148	198,100	200,300
NWD	225,548	225,500	228,100
POD	10,026	10,000	10,100
SAD	316,345	316,300	319,900
SPD	98,030	98,000	99,100
SWD	260,123	260,100	263,000
Remaining Items	55,631	55,600	56,200
Savings and Slippages	-16,867	-16,600	-16,700
Total O&M GEN	1,854,000	1,854,000	1,875,000

Program Managers Assessment: FY 01 -- FY 03

In addition to the amounts reflected in the president's appropriations request for FY01 and the two out years, direct funding by the Bonneville Power Administration would increase these amounts for NWD by $108, $114, and $118 million respectively. O&M funds are also augmented, slightly, in most MSCs by a distribution of funds under the Maintenance and Operation of Dams account in a total amount of about $7.5 million. The FY02 amount is essentially the same as FY01 in accordance with OMB passback guidance to hold the ceiling flat by implementing aggressive cost cutting measures. The FY03 amount reflects a very modest increase to accommodate anticipated inflation. Other out-year increases could result from significant national weather related emergencies.

CIVIL WORKS

MISSISSIPPI RIVER AND TRIBUTARIES
DIRECT FUNDING
($000)

MSC	FY 01	FY 02	FY 03
MVD	309	309	313

Program Managers Assessment: FY 01 - FY 03

The Mississippi River and Tributaries program is flat for Fiscal Years 2001 and 2002, with a slight upward trend in Fiscal Year 2003. The FY 2001 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. However, specific delays will be encountered in completion of some of the tributary basins. There should be no impact to the operations and maintenance of completed projects. 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 01	FY 02	FY 03
LRD	18,333	19,213	20,093
MVD	17,333	18,165	18,997
NAD	22,083	23,143	24,203
NWD	15,500	16,244	16,988
POD	7,833	8,209	8,585
SAD	22,583	23,667	24,751
SPD	11,833	12,401	12,969
SWD	8,667	9,083	9,499
LABS	835	875	915
TOTAL	125,000	131,000	137,000

Program Manager's Assessment: FY 01 - FY 03

Recommended program amounts support a full administrative appeals process, proper staffing levels to provide timely services to the regulated public as permit workloads increase, development of special area management plans, increased cooperation with state and local governments, and continuation of studies in environmentally sensitive areas.

Impacts of additional permit workload due to new and modified nationwide permits will be assessed in FY 00 and outyear staffing requirements will be adjusted as necessary.

CIVIL WORKS

OTHER DIRECT (FUSRAP)
DIRECT FUNDING
($000)

MSC	FY 01	FY 02	FY 03
LRD	40,661	43,000	49,000
MVD	55,004	54,000	51,000
NAD	54,335	53,000	52,000
NWD	0	0	0
POD	0	0	0
SAD	0	0	0
SPD	0	0	0
SWD	0	0	0
TOTAL FUSRAP	150,000*	150,000	152,000

Program Managers Assessment: FY 01 - FY 03

*Includes $10 million provided by W.R. Grace Corporation as part of settlement at Wayne, NJ site.

CIVIL WORKS

OTHER DIRECT (FCCE)
DIRECT FUNDING
($000)

Program Manager's Assessment: FY 01 - FY 03

The President's Budget for FY 01 does not request funds for the FCCE account. Funds carried over from FY 00 will be used to meet the requirements of the program in FY 01. Funds will be requested when the balance of funds in the FCCE 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 01	FY 02	FY 03
MVD	51,282	53,172	58,086

Program Managers Assessment: FY 01- FY 03

The authorization for this Trust fund was extended to FY 00. Our Fish & Wildlife contact indicates that all parties favor the continuation of this program and, in all likelihood, it will be extended until at least FY 05.

CIVIL WORKS

EPA SUPERFUND
REIMBURSABLE FUNDING ($000)

MSC	FY 01	FY 02	FY 03
LRD	16,000	18,000	18,000
MVD	1,600	2,000	2,000
NAD	95,000	98,000	98,000
NWD	8,800	9,000	9,000
POD	43,000	40,000	40,000
SAD	29,000	30,000	30,000
SPD	45,000	42,000	42,000
SWD	91,000	90,000	90,000
OTHER CE OFFICES	69,000	70,000	70,000
TOTAL OTHER SFO	398,400	399,000	399,000

Program Managers Assessment: FY 01 - FY 03

"EPA Superfund" consists of hazardous, toxic and radioactive waste removal and remediation work the Corps performs for EPA in compliance with the Comprehensive Environmental response, Compensation and Liability Act of 1980 (CERCLA). The above forecasts for future work are based upon funds we currently have on hand and project to receive during the coming year.

CIVIL WORKS

OTHER ERS
REIMBURSABLE FUNDING ($000)

MSC	FY 01	FY 02	FY 03
LRD	14,000	12,000	12,000
MVD	5,500	10,000	10,000
NAD	27,000	25,000	25,000
NWD	6,300	6,000	6,000
POD	0	0	0
SAD	9,300	9,000	9,000
SPD	10,300	10,000	10,000
SWD	7,200	7,000	7,000
OTHER CE OFFICES	300	300	300
TOT OTHER ERS	79,900	79,300	79,300

Program Managers Assessment: FY 01 - FY 03

"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 SFO
REIMBURSABLE FUNDING
($000)

MSC	FY 01	FY 02	FY 03
LRD	16,000	18,000	18,000
MVD	1,600	2,000	2,000
NAD	95,000	98,000	98,000
NWD	8,800	9,000	9,000
POD	43,000	30,000	30,000
SAD	29,000	30,000	30,000
SPD	45,000	48,000	48,000
SWD	90,000	90,000	90,000
OTHER CE OFFICES	65,000	68,000	68,000
TOTAL OTHER SFO	393,400	393,000	393,000

Program Managers Assessment: FY 01 - FY 03

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

PROGRAM MANAGERS AND DOCUMENTATION

1. The allocation targets for direct funded Real Estate Army work are based on the FY 01-03 Program Budget Guidance (PBG) as provided by CERM-B. No specific document allocates resources for Reimbursable real estate work estimates. These projections are based on customers and districts projections. The Program Manager is Bret Griffin, CERE-P, 202-761-0528.

2. No specific document allocates resources for reimbursable civil real estate functions. This is because of the various agreements under which reimbursable work is undertaken. Program Manager, Fred Caver, CECW-B, 202-761-0191 and Real Estate POC is Bret Griffin, CERE-P, 202-761-0528.

3. Homeowners Assistance Program (HAP) funding authorizations are based on approved HAP programs. Funding targets depicted below are contingent upon realization of projected workload. Program Manager: John Downey, CERE-AH, 202-761-8987 and Real Estate Manpower POC is Bret Griffin, CERE-P, 202-761-0528.

REAL ESTATE PROGRAMS

DOD RECRUITING, LEASE ADMINISTRATION
DIRECT FUNDING
($000)

MSC	FY 01	FY 02	FY 03
LRD	1,545	1,591	1,639
MVD	0	0	0
NAD	3,090	3,183	3,279
NWD	2,086	2,149	2,213
POD	180	185	191
SAD	1,957	2,016	2,077
SPD	1,905	1,962	2,021
SWD	1,365	1,406	1,448
UNDIST/HQPRG	3,090	3,183	3,278
TOTAL DOD REC LEASE ADMIN	15,218	15,675	16,146

Program Managers Assessment: FY 01 – FY 03

By continuing to improve our business practices, we will continue efforts to reduce administration costs as a percentage of total lease dollars. The costs have been reduced from 12.7% in FY 95 to 12.3% in FY 96 to 11.7% in FY 97 and to 11.4% in FY 98. The target for FY 99 was 11.0% of total lease costs. The actual FY 99 ratio was 10.99%. The overall target is 11.5%. This target will continue to be reviewed during the annual development and approval of the Recruiting Facilities Program.

REAL ESTATE PROGRAMS

DOD RECRUITING & USACE GSA OCCUPIED LEASES
DIRECT FUNDING ($000)

MSC	FY 01	FY 02	FY 03
LRD	15,244	15,701	16,172
MVD	0	0	0
NAD	23,948	24,666	25,406
NWD	15,090	15,542	16,008
POD	904	922	950
SAD	15,244	15,701	16,172
SPD	14,935	15,383	15,844
SWD	11,536	11,882	12,238
UFC 1/ Includes USACE & DOD GSA Leases	42,107	43,371	44,672
UNDIST/HQPRG	5,489	5,654	5,824
TOTAL DOD RECRUITING LEASES (Includes USACE & DOD GSA Leases)	144,622 _1/ 23,773	148,822 _1/ 24,487	153,286 _1/ 25,222

Program Managers Assessment: FY 01 – FY 03

USACE support to the DOD Recruiting Facilities Program will experience a spike in growth of approximately $5M/year for FY 00 and FY 01. This spike is a result of DA funding up-front cost associated with its Bold Venture initiative to relocate administrative facilities from urban commercial leased space to available space on military installations. Army and Navy plus-ups and service's high priority actions will also cause increases in some district's workload. This is based on the need to put more recruiters on the street to help meet accession goals. As a result of Bold Venture, the number of facilities will decline, but overall cost savings will be minimal. This is due in part to the production recruiter increases, and also due to the strong national economy, in which landlords can raise rents faster than the increase in the overall cost of living.

REAL ESTATE PROGRAMS

CIVIL, DIRECT
DIRECT LABOR FUNDING
($000)

MSC	FY 01	FY 02	FY 03
LRD	29,970	28,797	24,950
MVD	27,080	23,347	25,038
NAD	6,671	15,623	7,908
NWD	16,600	19,617	17,369
POD	205	1,060	804
SAD	13,660	17,653	10,877
SPD	7,202	14,250	13,874
SWD	9,403	8,397	8,741
UNDIST/HQPRG	1,886	1,939	2,021
TOTAL CIVIL, DIRECT	112,622	130,687	111,854

Program Managers Assessment: FY 01 – FY 03

The direct funded Real Estate projected workload/ income will possibly experience a 16 percent growth between FY 01 – 02, then a 14 percent decrease between 02 and 03. Managers are encouraged to take a very close look at their workload projections for these program years to ensure they have included all work and the associated cost estimates. Needed resource adjustments should be coordinated within the DDE (PM), RM, other real estate offices and the HQ during the next window of opportunity to update program/budget estimates.

REAL ESTATE PROGRAMS

CIVIL, REIMBURSABLE
REIMBURSABLE LABOR FUNDING
($000)

MSC	FY 01	FY 02	FY 03
LRD	10,033	7,598	6,012
MVD	1,677	4,920	4,327
NAD	2,780	7,378	2,509
NWD	4,639	11,386	7,698
POD	138	887	635
SAD	5,719	13,593	7,423
SPD	4,165	3,744	3,714
SWD	3,861	3,707	3,854
UNDIST/HQPRG	0	0	0
TOTAL CIVIL, REIMBURSABLE	33,012	53,213	36,172

Program Managers Assessment: FY 01 – FY 03

There is an overall sixty percent projected increase in workload/income between FY 01-02, then a 32% decrease between 02 & 03. Real Estate Program Managers are encouraged to take a very close look at their workload projections and staffing levels for these program years and to make the necessary adjustment within the functional areas in coordination with the DDE (PM), other Real Estate Offices and the HQ.

REAL ESTATE PROGRAMS

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

MSC	FY 01	FY 02	FY 03
LRD			
MVD			
NAD	0	0	0
NWD			
POD			
SAD	3,908	1,253	933
SPD	42,540	32,584	11,153
SWD	2,500	794	0
UNDIST/HQPRG	1,311	1,205	975
TOTAL HAP	50,259	35,836	13,061

Program Managers Assessment: FY 01 – FY 03

Overall program requirements continue to diminish. Some additional programs are being projected for the future including Fort McClellan, AL; Edwards AFB, CA and Fort Greely, AK. Congress is discussing the need for two additional rounds of Base closures. If new legislation is enacted to close or realign additional facilities, the dollar amounts for FY 02 and beyond may change direction and increase substantially. POCs: John Downey, 202-761-8987, or Imogene Newsome, 202-761-0531.

REAL ESTATE PROGRAMS

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

MSC	FY 01	FY 02	FY 03
LRD	576	594	611
MVD	0	0	0
NAD	1,946	2,005	2,065
NWD	937	965	994
POD	432	445	458
SAD	2,163	2,227	2,294
SPD	1,225	1,262	1,300
SWD	576	594	611
UNDIST/HQPRG	0	0	0
TOTAL REO, ARMY, REIMB	7,855	8,092	8,333

Program Managers Assessment: FY 01 – FY 03

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

REAL ESTATE PROGRAMS

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

MSC	FY 01	FY 02	FY 03
LRD	220	236	243
MVD	0	0	0
NAD	1,000	1,030	1,060
NWD	1,443	1,486	1,530
POD	688	708	729
SAD	1,243	1,280	1,318
SPD	583	600	618
SWD	258	265	272
UNDIST/HQPRG	5	5	5
TOTAL REO, AIR FORCE REIMB	5,440	5,610	5,778

Program Managers Assessment: FY 01 – FY 03

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 FY 01 target represents a slightly constrained estimate. At this point we think this estimate is conservative. We will adjust as we receive more funding data from the customer. The customer has expressed an interest in possibly turning over the remainder of their outleasing program to USACE for management to include collections. We will monitor the progress of the negotiations and make the necessary resource adjustments as applicable.

REAL ESTATE PROGRAMS

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

MSC	FY 01	FY 02	FY 03
LRD	400	400	400
MVD	0	0	0
NAD	705	705	705
NWD	855	855	855
POD	310	310	310
SAD	730	730	730
SPD	550	550	550
SWD	220	220	220
UNDIST/HQPRG	31	31	31
TOTAL REAL ESTATE SUPPORT	3,880	3,880	3,880

Program Managers Assessment: FY 01 – FY 03

The funding for this program is projected to remain at the current level through FY 03. This level of funding is not adequate to support the current estimate for the Army's installation support real estate base workload. Real Estate Program Managers at all levels (installation/district, etc) should coordinate their efforts to ensure that the unfunded real estate requirements for the program years are submitted for inclusion into the respective MACOM's program budgets.

SECTION 2 RESEARCH AND DEVELOPMENT

PROGRAM MANAGERS AND DOCUMENTATION

1. Direct Research and Development Testing and Evaluation
   Program Managers: Dr. Thomas Hart, CERD, 202-761-1849, Mr. Jerry Lundien, CERD, 202-761-1847, Dr. Clemens Meyer, CERD, 202-761-1850

2. Direct OMA: Program Manager: Ms. Eloisa E. Brown, CERD-L, 202-761-1834, Mr. Regis Orsinger, CEERD-TO, 703-428-6804 (EMAP Program Manager)

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 01 – FY 03

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 01-03 include innovations for navigation projects, high performance material and systems, sediment management, geospatial technology, and ecosystem management and restoration.

The RDT&E Program continues to evolve to meet Army and Corps mission requirements in the areas of military engineering, environmental quality and facility management. With the incorporation of the Corps laboratories into the Engineering, Research and Development Center (ERDC), the research community will be aligned with the concept of Divisions as Regional Business Centers and be in position to meet the critical technology needs of the Corps. To that end, the USAERDC has the following major end objectives:

. To deliver new technologies needed by the 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.

ENGINEERING RESEARCH AND DEVELOPMENT CENTER (ERDC)

CIVIL WORKS DIRECT ($000)	FY 01	FY 02	FY 03
GI	29,748	30,313	31,715
CG	5,000	5,000	5,000
O&M	16,135	17,329	17,445
GE & OTHER	6,584	10,334	4,827
TOTAL CW DIRECT	57,467	62,976	58,987
CIVIL WORKS REIMBURSABLE			
ENVIRON RESTORATION SPT	2,195	2,935	3,305
OTHER, SPT FOR OTHERS (NON-DOD)	9,406	9,669	9,949
DOD REIMB	0	0	0
USACE REIMB (CORPS TO CORPS)	38,246	39,363	40,675
TOTAL REIMBURSABLE	49,847	51,967	53,929
TOTAL CIVIL WORKS	107,314	114,943	112,916
MILITARY DIRECT ($000)			
RDT&E DIRECT (ARMY)	122,000	122,500	122,750
OTH DIR (DOD, ETC.)	61,480	63,165	64,500
MILITARY R&D REIMBURSABLE			
DOD	63,519	63,607	61,300
NON-DOD	0	0	0
ARMY RDTE REIMB	26,203	26,271	27,176
TOTAL MILITARY REIMBURSABLE	89,722	89,878	88,476
OTH INDIRECT FUNDS (DIR FUND CITE)	58,000	60,000	60,000
TOT REIMBURSABLE & OTHER	147,722	149,878	148,476
TOTAL MILITARY R&D/RDTE	331,202	335,543	335,726
OMA DIRECT (ARMY)	35,567	35,602	37,069
DERP (FUDS & IRP)	1,425	1,440	1,450
OMA REIMBURSABLE (ARMY)	45,268	48,401	48,685
TOTAL OMA PROGRAM	82,260	85,443	87,204
TOTAL MILITARY	413,462	420,986	422,930
TOT R&D (CIVIL/MIL)	520,776	535,929	535,846

FY 01 CONSOLIDATED COMMAND GUIDANCE

USACE WORKLOAD SUMMARY
FY 01-03 ESTIMATED WORKLOAD ($ MILLIONS)*
SOURCE: MAY 2000 ICRI TABLES

CIVIL	**FY 01**	**FY 02**	**FY 03****
MSCs and Centers (10)	6,743.7	7,284.3	7,290.1
ERDC	100.1	103.4	106.6
Separate FOAs	86.4	115.6	122.3
HQUSACE	62.1	64.3	66.6
TOTAL	**6,992.3**	**7,567.6**	**7,585.6**

MILITARY	**FY 01**	**FY 02**	**FY 03****
MSCs and Centers (10)	6,819.3	6,596.3	6,596.3
ERDC	295.4	303.8	303.8
Separate FOAs	62.1	65.0	65.0
HQUSACE	155.8	160.3	160.3
TOTAL	**7,332.6**	**7,125.4**	**7,125.4**

TOTAL CIV+MIL	**14,324.9**	**14,693.0**	**14,711.0**

*Direct and Reimbursable Expenditures
**Activity workload updates included FY 01-02

FY 01 Consolidated Command Guidance USACE Workload Summary			
Civil Works Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
General Investigations	283.5	333.1	363.4
Construction General	2,455.6	3,105.8	3,205.4
Operations & Maintenance	2,171.5	2,188.6	2,214.1
General Expense	157.4	162.5	169.3
Regulatory	114.5	118.0	121.8
MR&T	404.6	383.4	383.3
FUSRAP	219.9	205.8	195.7
Other Direct	191.7	216.4	225.3
Total Direct	**5,998.6**	**6,713.6**	**6,878.3**
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Environ Restoration Support	437.8	354.7	352.4
Other Reimbursable	555.9	499.3	354.9
Total Reimbursable	993.7	854.0	707.3
Total Civil Workload	**6,992.3**	**7,567.6**	**7,585.6**
Military Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Construction			
Army	1913.5	1774.2	1774.2
Air Force	753.9	786.3	786.3
DOD and Other	1941.1	1862.4	1862.4
Total Construction	**4,608.5**	**4,422.8**	**4,422.8**
Engineering	512.7	494.5	494.5
OMA (excl DERP)	978.4	997.9	997.9
OMA DERP	509.9	491.1	491.1
Other Military	723.1	719.0	719.0
Total Military Workload	**7,332.6**	**7,125.4**	**7,125.4**
Total Civil + Military Workload	**14,324.9**	**14,693.0**	**14,711.0**

FY 01 Consolidated Command Guidance Major Subordinate Command Engineering & Support Center, Huntsville Civil Works Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
General Investigations	0.0	0.0	0.0
Construction General	0.0	0.0	0.0
Operations & Maintenance	0.0	0.0	0.0
General Expense	0.0	0.0	0.0
Regulatory	0.0	0.0	0.0
MR&T	0.0	0.0	0.0
FUSRAP	0.0	0.0	0.0
Other Direct	3.3	3.3	3.4
Total Direct	**3.3**	**3.3**	**3.4**
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Environ Restoration Support	0.0	0.0	0.0
Other Reimbursable	0.0	0.0	0.0
Total Reimbursable	0.0	0.0	0.0
Total Civil Workload	**3.3**	**3.3**	**3.4**
Military Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Construction			
Army	63.8	63.8	63.8
Air Force	0.0	0.0	0.0
DOD and Other	254.6	254.6	254.6
Total Construction	**318.3**	**318.3**	**318.3**
Engineering	20.0	20.0	20.0
OMA (excl DERP)	221.5	221.5	221.5
OMA DERP	35.0	35.0	35.0
Other Military	278.0	278.0	278.0
Total Military Workload	**872.8**	**872.8**	**872.8**
Total Civil + Military Workload	**876.1**	**876.1**	**876.2**

FY 01 Consolidated Command Guidance Major Subordinate Command Great Lakes and Ohio River Division Civil Works Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
General Investigations	36.7	38.7	47.5
Construction General	497.1	547.4	643.6
Operations & Maintenance	365.2	375.7	375.9
General Expense	12.3	12.4	13.0
Regulatory	16.5	16.8	17.3
MR&T	0.0	0.0	0.0
FUSRAP	65.8	55.9	77.9
Other Direct	9.3	8.7	7.7
Total Direct	**1,003.0**	**1,055.7**	**1,182.7**
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Environ Restoration Support	6.2	5.2	1.4
Other Reimbursable	19.0	10.8	22.3
Total Reimbursable	**25.2**	**15.9**	**23.7**
Total Civil Workload	**1,028.2**	**1,071.6**	**1,206.5**
Military Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Construction			
Army	129.2	131.0	131.0
Air Force	42.6	52.0	52.0
DOD and Other	24.1	0.0	0.0
Total Construction	**195.9**	**183.0**	**183.0**
Engineering	39.5	28.1	28.1
OMA (excl DERP)	48.7	63.5	63.5
OMA DERP	27.9	17.7	17.7
Other Military	0.0	0.0	0.0
Total Military Workload	**312.0**	**292.3**	**292.3**
Total Civil + Military Workload	**1,340.2**	**1,363.9**	**1,498.8**

FY 01 Consolidated Command Guidance Major Subordinate Command Mississippi Valley Division Civil Works Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
General Investigations	48.1	62.0	75.6
Construction General	312.1	388.3	370.2
Operations & Maintenance	392.1	387.7	397.3
General Expense	10.4	10.5	10.9
Regulatory	16.4	17.2	17.7
MR&T	404.6	383.4	383.3
FUSRAP	56.6	55.0	55.0
Other Direct	51.5	44.6	59.6
Total Direct	**1,291.8**	**1,348.7**	**1,369.7**
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Environ Restoration Support	2.8	1.7	2.4
Other Reimbursable	6.8	4.2	3.1
Total Reimbursable	**9.6**	**5.8**	**5.5**
Total Civil Workload	**1,301.4**	**1,354.5**	**1,375.2**
Military Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Construction			
Army	19.9	16.2	16.2
Air Force	0.0	0.0	0.0
DOD and Other	0.0	0.0	0.0
Total Construction	**19.9**	**16.2**	**16.2**
Engineering	1.4	1.4	1.4
OMA (excl DERP)	0.0	0.0	0.0
OMA DERP	12.0	12.3	12.3
Other Military	0.1	0.1	0.1
Total Military Workload	**33.5**	**30.0**	**30.0**
Total Civil + Military Workload	**1,334.9**	**1,384.5**	**1,405.2**

FY 01 Consolidated Command Guidance Major Subordinate Command North Atlantic Division Civil Works Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
General Investigations	44.7	56.8	53.9
Construction General	438.4	584.7	561.6
Operations & Maintenance	247.1	213.3	225.5
General Expense	8.9	9.9	10.3
Regulatory	20.3	20.9	21.6
MR&T	0.0	0.0	0.0
FUSRAP	90.5	88.7	55.8
Other Direct	4.4	3.8	3.9
Total Direct	**854.1**	**978.1**	**932.5**
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Environ Restoration Support	255.8	191.7	161.7
Other Reimbursable	179.4	108.8	124.0
Total Reimbursable	**435.2**	**300.5**	**285.7**
Total Civil Workload	**1,289.3**	**1,278.6**	**1,218.2**
Military Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Construction			
Army	624.3	611.3	611.3
Air Force	124.5	119.4	119.4
DOD and Other	100.4	94.5	94.5
Total Construction	**849.1**	**825.2**	**825.2**
Engineering	107.5	106.4	106.4
OMA (excl DERP)	49.2	47.6	47.6
OMA DERP	78.8	80.1	80.1
Other Military	115.3	113.3	113.3
Total Military Workload	**1,199.9**	**1,172.4**	**1,172.4**
Total Civil + Military Workload	**2,489.2**	**2,451.0**	**2,390.6**

FY 01 Consolidated Command Guidance Major Subordinate Command Northwestern Division Civil Works Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
General Investigations	25.4	27.8	23.9
Construction General	273.7	339.4	462.9
Operations & Maintenance	401.9	438.4	450.1
General Expense	10.1	9.4	9.8
Regulatory	13.7	14.0	14.4
MR&T	0.0	0.0	0.0
FUSRAP	7.0	6.2	7.0
Other Direct	14.9	15.1	15.7
Total Direct	**746.6**	**850.1**	**938.8**
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Environ Restoration Support	103.1	109.8	94.9
Other Reimbursable	31.9	29.2	26.1
Total Reimbursable	**134.9**	**139.0**	**121.0**
Total Civil Workload	**881.5**	**989.1**	**1,104.9**
Military Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Construction			
Army	177.4	180.8	180.8
Air Force	183.5	182.4	182.4
DOD and Other	34.6	34.6	34.6
Total Construction	**395.5**	**397.8**	**397.8**
Engineering	49.1	48.9	48.9
OMA (excl DERP)	37.2	37.4	37.4
OMA DERP	102.8	102.8	102.8
Other Military	5.7	5.7	5.7
Total Military Workload	**590.3**	**592.6**	**592.6**
Total Civil + Military Workload	**1,471.8**	**1,581.7**	**1,697.5**

FY 01 Consolidated Command Guidance Major Subordinate Command Pacific Ocean Division Civil Works Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
General Investigations	9.7	10.5	11.6
Construction General	37.0	66.5	76.5
Operations & Maintenance	11.7	7.3	8.4
General Expense	2.8	2.9	3.3
Regulatory	7.1	7.2	7.5
MR&T	0.0	0.0	0.0
FUSRAP	0.0	0.0	0.0
Other Direct	0.6	0.5	0.6
Total Direct	**68.8**	**94.9**	**107.8**
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Environ Restoration Support	11.5	10.3	10.3
Other Reimbursable	56.5	48.3	50.4
Total Reimbursable	**67.9**	**58.6**	**60.6**
Total Civil Workload	**136.8**	**153.5**	**168.5**
Military Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Construction			
Army	313.8	225.1	225.1
Air Force	92.2	118.5	118.5
DOD and Other	1,042.5	1,093.6	1,093.6
Total Construction	**1,448.5**	**1,437.2**	**1,437.2**
Engineering	82.9	85.5	85.5
OMA (excl DERP)	31.2	31.5	31.5
OMA DERP	43.4	41.4	41.4
Other Military	1.1	1.2	1.2
Total Military Workload	**1,607.2**	**1,596.8**	**1,596.8**
Total Civil + Military Workload	**1,744.0**	**1,750.3**	**1,765.3**

FY 01 Consolidated Command Guidance Major Subordinate Command South Atlantic Division Civil Works Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
General Investigations	23.6	26.5	24.1
Construction General	439.7	578.7	484.7
Operations & Maintenance	345.8	318.4	321.1
General Expense	9.6	10.1	10.5
Regulatory	20.8	21.4	22.0
MR&T	0.0	0.0	0.0
FUSRAP	0.0	0.0	0.0
Other Direct	8.3	9.1	8.6
Total Direct	**847.9**	**964.0**	**871.0**
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Environ Restoration Support	20.6	12.3	8.0
Other Reimbursable	50.3	82.7	30.9
Total Reimbursable	**70.9**	**95.0**	**38.9**
Total Civil Workload	**918.8**	**1,059.0**	**909.9**
Military Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Construction			
Army	275.5	272.5	272.5
Air Force	114.8	120.0	120.0
DOD and Other	36.0	39.6	39.6
Total Construction	**426.3**	**432.2**	**432.2**
Engineering	49.9	47.1	47.1
OMA (excl DERP)	38.0	39.2	39.2
OMA DERP	89.7	88.6	88.6
Other Military	3.9	3.0	3.0
Total Military Workload	**607.8**	**610.0**	**610.0**
Total Civil + Military Workload	**1,526.6**	**1,669.0**	**1,519.9**

FY 01 Consolidated Command Guidance Major Subordinate Command South Pacific Division Civil Works Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
General Investigations	42.7	43.5	44.3
Construction General	240.4	326.6	401.8
Operations & Maintenance	118.4	156.5	131.3
General Expense	10.2	11.0	11.5
Regulatory	11.0	11.5	12.0
MR&T	0.0	0.0	0.0
FUSRAP	0.0	0.0	0.0
Other Direct	8.7	8.7	9.2
Total Direct	**431.6**	**557.8**	**610.1**
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Environ Restoration Support	18.1	12.8	63.1
Other Reimbursable	91.2	65.6	14.8
Total Reimbursable	**109.3**	**78.4**	**77.9**
Total Civil Workload	**540.9**	**636.1**	**688.0**
Military Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Construction			
Army	69.0	44.2	44.2
Air Force	99.6	82.4	82.4
DOD and Other	41.6	18.6	18.6
Total Construction	**210.1**	**145.2**	**145.2**
Engineering	50.3	44.5	44.5
OMA (excl DERP)	34.4	34.5	34.5
OMA DERP	31.1	29.2	29.2
Other Military	41.6	36.7	36.7
Total Military Workload	**367.5**	**290.0**	**290.0**
Total Civil + Military Workload	**908.4**	**926.1**	**978.0**

FY 01 Consolidated Command Guidance Major Subordinate Command Southwestern Division Civil Works Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
General Investigations	20.4	34.2	44.1
Construction General	211.0	268.7	194.8
Operations & Maintenance	262.2	264.6	271.2
General Expense	8.8	9.2	9.6
Regulatory	7.9	8.1	8.4
MR&T	0.0	0.0	0.0
FUSRAP	0.0	0.0	0.0
Other Direct	6.3	6.4	6.7
Total Direct	**516.6**	**591.2**	**534.9**
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Environ Restoration Support	16.6	7.8	7.5
Other Reimbursable	110.3	139.5	73.1
Total Reimbursable	**126.9**	**147.3**	**80.6**
Total Civil Workload	**643.5**	**738.5**	**615.5**
Military Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Construction			
Army	218.7	209.2	209.2
Air Force	96.3	103.8	103.8
DOD and Other	39.4	40.4	40.4
Total Construction	**354.5**	**353.5**	**353.5**
Engineering	54.3	53.6	53.6
OMA (excl DERP)	44.3	42.2	42.2
OMA DERP	54.0	47.8	47.8
Other Military	5.6	3.9	3.9
Total Military Workload	**512.7**	**500.9**	**500.9**
Total Civil + Military Workload	**1,156.2**	**1,239.4**	**1,116.4**

FY 01 Consolidated Command Guidance Major Subordinate Command Transatlantic Programs Center Civil Works Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
General Investigations	0.0	0.0	0.0
Construction General	0.0	0.0	0.0
Operations & Maintenance	0.0	0.0	0.0
General Expense	0.0	0.0	0.0
Regulatory	0.0	0.0	0.0
MR&T	0.0	0.0	0.0
FUSRAP	0.0	0.0	0.0
Other Direct	0.0	0.0	0.0
Total Direct	**0.0**	**0.0**	**0.0**
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Environ Restoration Support	0.0	0.0	0.0
Other Reimbursable	0.5	0.5	0.0
Total Reimbursable	0.5	0.5	0.0
Total Civil Workload	0.5	0.5	0.0
Military Workload			
Funds Source ($M)	**FY 01**	**FY 02**	**FY 03**
Construction			
Army	4.5	2.0	2.0
Air Force	0.5	7.8	7.8
DOD and Other	364.9	283.4	283.4
Total Construction	**369.9**	**293.2**	**293.2**
Engineering	2.0	1.5	1.5
OMA (excl DERP)	350.8	350.8	350.8
OMA DERP	0.0	0.0	0.0
Other Military	0.0	0.0	0.0
Total Military Workload	**722.7**	**645.5**	**645.5**
Total Civil + Military Workload	**723.2**	**646.0**	**645.5**

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

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

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

CPOC REGIONS DIVISIONS & DISTRICTS	RATE FY 01	RATE FY 02	RATE FY 03
ANCR	**$567**	**$578**	**$590**
HQUSACE			
HEC			
CPW			
WRC			
TAC			
NAE			
SOUTHEAST	**$531**	**$542**	**$553**
SAD			
SAC			
SAJ			
SAM			
SAS			
SAW			
NORTHEAST	**$532**	**$542**	**$553**
LRB			
LRE			
MDC			
NAD			
NAB			
NAN			
NAO			
NAP			
NAD			
NORTHCENTRAL	**$599**	**$611**	**$623**
LRH			
LRP			
MVR			
MVP			

CPOC REGIONS DIVISIONS & DISTRICTS	RATE FY 01	RATE FY 02	RATE FY 03
SOUTHCENTRAL	**$569**	**$580**	**$592**
CERL			
CRREL			
TEC			
WES			
UFC			
LRC			
NWK			
MVD			
MVM			
MVN			
MVS			
MVK			
HNC			
LRD			
LRL			
LRN			
SOUTHWEST	**$561**	**$572**	**$583**
NWO			
SWD			
SWF			
SWG			
SWL			
SWT			
WEST	**$530**	**$541**	**$552**
SPD			
SPL			
SPK			
SPN			
SPA			
NWD			
NWP			
NWS			
NWW			

USACE FINANCE CENTER (UFC) RATES

The Army Corps of Engineers Financial Management System (CEFMS) was developed in-house using a rapid application development (RAD) approach, designed in an MS-DOS environment. The UFC goal is to provide a graphical user interface (GUI) to enhance user productivity, application integrity, and to lower maintenance costs. GUI will be deployed 5 June 2000 USACE-wide. Implementation of the CEFMS GUI will not reflect an increase in the UFC projected costs.

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 01-03. In calculating these amounts, the UFC has applied the same algorithm that was used in determining the support costs which appear in the FY 00 CCG. This algorithm was developed to distribute the support cost in correlation with the volume of work performed in five categories or functions, i.e., travel, accounts payable, accounts receivable/debt management, disbursing, and field reports. Workload statistics have been compiled for each site to serve as a basis for distributing the support costs.

It must be noted that the amounts provided below **do not** include CEAP/AIS costs which the UFC will incur in FY 01-03. As is the current practice, we will bill these costs separately on an actual cost basis. The projected total CEAP/AIS cost for the UFC for FY 01 is $3.1M. Sites should estimate their share of this cost based on historical cost billed during FY 00.

LOCATION	FY 01	FY 02	FY 03
HUNTSVILLE	526,000	552,000	580,000
MISS. VALLEY DIV	81,000	85,000	89,000
MEMPHIS	187,000	196,000	206,000
NEW ORLEANS	392,000	412,000	433,000
ST. LOUIS	274,000	288,000	302,000
VICKSBURG	353,000	371,000	390,000
ROCK ISLAND	369,000	388,000	407,000
ST PAUL	275,000	289,000	304,000
NORTH ATLANTIC DIV	52,000	55,000	58,000
NEW YORK	481,000	505,000	530,000
NEW ENGLAND	393,000	413,000	434,000
BALTIMORE	877,000	921,000	967,000
NORFOLK	352,000	370,000	389,000
PHILADELPHIA	191,000	201,000	211,000
NORTHWESTERN DIV	103,000	108,000	113,000
PORTLAND	401,000	421,000	442,000
SEATTLE	469,000	493,000	518,000

UFC RATES (CONT'D)

LOCATION	FY 01	FY 02	FY 03
WALLA WALLA	213,000	224,000	235,000
KANSAS CITY	619,000	650,000	683,000
OMAHA	959,000	1,007,000	1,057,000
GR LKS OH RIV DIV	64,000	67,000	70,000
HUNTINGTON	358,000	376,000	395,000
LOUISVILLE	807,000	848,000	890,000
NASHVILLE	301,000	316,000	332,000
PITTSBURGH	251,000	264,000	277,000
BUFFALO	127,000	133,000	140,000
CHICAGO	74,000	78,000	82,000
DETROIT	175,000	184,000	193,000
ALASKA	309,000	324,000	340,000
SOUTH ATLANTIC DIV	79,000	83,000	87,000
CHARLESTON	81,000	85,000	89,000
JACKSONVILLE	403,000	423,000	444,000
MOBILE	1,050,000	1,103,000	1,158,000
SAVANNAH	730,000	767,000	805,000
WILMINGTON	240,000	252,000	265,000
SOUTH PACIFIC DIV	72,000	76,000	80,000
LOS ANGELES	419,000	440,000	462,000
SACRAMENTO	814,000	855,000	898,000
SAN FRANCISCO	116,000	122,000	128,000
ALBUQUERQUE	190,000	199,000	209,000
SOUTHWESTERN DIV	55,000	58,000	61,000
FORT WORTH	880,000	924,000	970,000
GALVESTON	119,000	125,000	131,000
LITTLE ROCK	495,000	520,000	546,000
TULSA	678,000	712,000	748,000
ERDC	1,349,000	1,417,000	1,488,000
WRSC	64,000	67,000	70,000
HQUSACE	699,000	734,000	771,000
HECSA	81,000	85,000	89,000
CPW	109,000	115,000	121,000
TOTALS	18,756,000	19,701,000	20,687,000

INFORMATION TECHNOLOGY (IT)

1. Corporate Information (CI) Performance Measurement Plan. In accordance with requirements set forth in public law and higher authority policy and guidance, the USACE CIO is preparing a Corporate Information (CI) Performance Measurement Plan. The effort to identify appropriate performance measurements and write the performance measurement plan began in April 2000 at the DIM/CIM AIS Functional Conference held in Vicksburg, MS. As part of the conference, a breakout session on performance measures was conducted. The results of the breakout session will form the foundation for building appropriate CI performance measurements. A draft of the Corporate Information (CI) Performance Measurements Plan will be completed no later than June 2000 for staffing with USACE Directors/Chief of Information Management, Office of the Deputy Chief of Staff for Corporate Information management staff, and other selected performance measurement subject matter experts within USACE. A finalized, USACE CIO approved plan will be published before the beginning of fiscal year 2001. In accordance with the plan, data for each performance measurement will be collected, analyzed, and reported by the assigned responsible office.

2. Information Technology (IT) Investment Portfolio System (ITIPS). ITIPS will be used by each command as a management tool to capture information on/about its investments in information technology. ITIPS is the official source for all information related to each command's investments in information technology as well as for all of USACE. The Deputy Commander for Civil Works uses information from ITIPS to satisfy congressional reporting requirements imposed upon the Corps in House Report 103-135 (see Appendix H, EC 11-2-179). ITIPS contains information associated with the full life cycle management of an IT investment-- planning, budget requirements, approved FY budget, actual cost, etc. An interface between ITIPS and CEFMS has been developed to extract IT cost information and is operational. ITIPS has been modified to display and report obligated dollars. This allows expenditures to be compared against approved budget. The appropriate decision authority at each command level for reviewing, analyzing, and making IT investment decisions will use the information in ITIPS.

At HQUSACE, a programmatic review will be done by the USACE CIO and reported to the Executive Information Technology Steering Board (EITSB), Strategic Management Board (SMB), Board of Directors (BOD), and USACE CG. The EITSB will evaluate, rank, prioritize, and recommend approval on corporate USACE IT investments with particular focus on command-wide, standard AISs (inclusive of IT Programs and automated engineering tools). Critical to the success of IT investment management is timely, accurate up-to-date information in ITIPS. Consequently, each command must emphasize the importance to AIS/IT investment sponsors/functional proponents to input and maintain their information. Budget approval will not be given to any IT investment request that is not in ITIPS.

The USACE IT Capital Planning and Investment Decision Process has been documented in writing and is available at: http://www.usace.army.mil/inet/functions/im/lcmis/document/itcap.pdf

With the ITIPS/CEFMS interface comes the responsibility for each command's management staff to work closely with their Director/Chief of Information Management (DIM/CIM) and Resource Management Officer (RMO) to ensure IT costs are properly captured in CEFMS. IT investment management cannot function well if commands fail to be compliant with ER 37-2-10, Chapter 16, Change 87. DIMs/CIMs and RMOs must ensure all appropriate and correct resource codes are being used in CEFMS to capture IT investment costs.

3. Technical Reference Guide (TRG) and Common Operating Environment (COE) Specification.

USACE is establishing a Technical Reference Guide (TRG) and Common Operating Environment (COE) Specification. Goals for a TRG/COE are: Enterprise Interoperability of Information Technology, good ROI, flexibility to accommodate special cases, and a reasonable transition policy. The current draft of the TRG is available as part of the Information Architecture 2000 Plus (A2k+) project web page at: http://www.usace.army.mil/im/cecip/a2k/TRG/default.htm

The TRG/COE should be used as a reference by:

- IT project teams and system designers developing the application and/or infrastructure architecture for their project or installation.
- Infrastructure managers at all levels of the organization when infrastructure upgrades are designed, purchased, and installed.
- Application designers when system upgrades are proposed, designed, and purchased or developed.
- The system designer within an IT project when producing a system specification document.
- Procurement Officers and IT project teams should ensure that the TRG/COE and contracting mechanisms (e.g. BPA, IDIQ) are synchronized. Unless a waiver has been obtained, the specification should require contractors to comply with the TRG/COE.

The benefits of the TRG/COE are - quick start for projects, speeding up the approval process, reducing the time required to develop design specifications and procure systems, and insuring that the resulting systems are interoperable and provide maximum return on investment.

4. Enterprise Management System (EMS).

HQUSACE is initiating a study to determine the best way to install an Enterprise Management System (EMS) for the entire Corps of Engineers. A critical first step is a comprehensive analysis and assessment of the current infrastructure and business processes. Incorporated within the EMS system are modules for network management, applications management down to the desktop, property accountability (both hardware and software), software testing, and help desk.

5. Corporate Lessons Learned (CLL).

CLL is a systemic approach to capture, evaluate, and use lessons learned in many functional areas. CLL emphasizes integration of lessons learned functions within existing automation systems so that users experience CLL as a new feature on an existing program or business process. Review and sharing is accomplished through a distributed network of subject matter experts and repositories available through the World Wide Web.

6. Knowledge Management (KM).

USACE Strategic Management Board agreed to a corporate Knowledge Management test to provide more capabilities to Installation Support personnel at the Divisions/Districts. Initial pilot program components include a Knowledge Map and Enterprise Portal.

7. Information Assurance Management – Network Security Improvement Program (NSIP).

The Corps of Engineers will continue to develop and execute NSIP which uses a defense in depth strategy to provide a reasonable degree of information assurance for USACE Critical Information Infrastructure (Operations Order 99-001 (Positive Control)).

8. Transitioning from CEERIS to EDMS.

Program Management responsibilities are currently being reassigned to Baltimore District. An economic analysis (EA) for the Corps of Engineers Electronic Document Management System (CEEDMS) is being undertaken. It is anticipated that the EA will be provided to Congress in Jan 01 for approval of additional funding. Following congressional approval, the design phase of the program will be initiated in Apr 01. During the design stage, the Corps-wide CEEDMS standards will be defined and tested. More detailed information and cost estimates will be provided in the near future.

MILITARY PROGRAMS STANDARD DEFINITIONS

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

FUNDS TYPE GROUPS

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

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 by non-Federal agencies for major construction, operations and maintenance, rehabilitation, and repair projects.

4. **CONSTRUCTION PROGRAM FUNDS TYPE GROUPS AND TYPE FUNDS**. The 11 Major Program Categories identified in para. 1.a. are further divided into Funds Type Groups (GP). These GPs are further desegregated into Type Funds (TF) as published in the Project Management Information System (PROMIS).

Following is a list of all GPs and TFs managed by CEMP. The listed HQUSACE Proponent (CEMP-MP) is responsible for coordinating the issuance of funds for the indicated TFs listed.

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

GP	TF	ABBR	HQ PRP	DESCRIPTION
1				**MILITARY DIRECT, ARMY**
1A	10	MCA	CEMP-MA	MILITARY CONSTRUCTION, ARMY
1A	11	MMCA	CEMP-MA	MILITARY CONSTRUCTION, ARMY, MINOR
1B	02	BCA1	CEMP-MA	BASE CLOSURE, PART I, ARMY (BRAC I)
1B	07	BCA2	CEMP-MA	BASE CLOSURE, PART II, ARMY(BRAC91)
1B	0A	BCA3	CEMP-MA	BASE CLOSURE PART III, ARMY (BRAC93)
1B	0C	BCA4	CEMP-MA	BASE CLOSURE, ARMY (BRAC95)
1D	42	FHLI	CEMP-MA	FAMILY HOUSING, LINE ITEM IMPROVEMENT
1D	40	FHNC	CEMP-MA	FAMILY HOUSING, NEW CONSTRUCTION
1E	12	MCAR	CEMP-MA	MILITARY CONSTRUCTION, ARMY RESERVES
1E	06	MMCR	CEMP-MA	MILITARY CONSTR, ARMY RESERVES, MINOR
1F	18	OMAR	CEMP-MA	OPERATION AND MAINTENANCE, ARMY RESERVE
1G	17	ARNG	NONE	MILITARY CONSTR, ARMY NATIONAL GUARD
1H	15	PBS	CEMP-MA	PRODUCTION BASE SUPPORT
1J	19	OTHA	NONE	OTHER ARMY FUNDS
2				**MILITARY DIRECT, AIR FORCE**
2A	20	MCAF	CEMP-MA	MILITARY CONSTRUCTION, AIR FORCE
2A	23	MMAF	CEMP-MA	MILITARY CONSTRUCTION, AIR FORCE, MINOR
2B	03	BCF1	CEMP-MA	BASE CLOSURE, PART I, AIR FORCE
2B	08	BCF2	CEMP-MA	BASE CLOSURE, PART II, AIR FORCE
2B	0B	BCF3	CEMP-MA	BASE CLOSURE PART III, AIR FORCE
2B	0D	BCF4	CEMP-MA	BASE CLOSURE, PART IV, AIR FORCE
2D	26	FHAF	CEMP-MA	FAMILY HOUSING, AIR FORCE
2E	21	MAFR	CEMP-MA	MILITARY CONSTRUCTION, AIR FORCE RESERVES
2G	25	MANG	CEMP-MA	MILITARY CONSTRUCTION, AIR NATIONAL
3				**MILITARY DIRECT, DOD**
3A	54	DLA	CEMP-MD	DEFENSE LOGISTICS AGENCY
3A	53	CEETA	CEMP-MD	COMMUN ELECTRONIC EVAL & TESTING AGENCY
3A	39	MDOD	CEMP-MD	DEFENSE AGENCY (DOD), UNSPECIFIED MINOR
3A	41	DFAS	CEMP-MD	DOD DEFENSE FINANCE ACCOUNTING SYSTEM
3A	48	DLI	CEMP-MD	DEFENSE LANGUAGE INSTITUTE
3A	1A	ECIP	CEMP-MA	ENERGY CONSERV INVESTMT PROG,ARMY
3A	1B	ECIF	CEMP-MA	ENERGY CONSERV INVESTMT PROG, AIR FORCE
3B	43	DODU	CEMP-MD	DOD MEDICAL FACILITIES, UNSPECIFIED MINOR
3B	46	DODM	CEMP-MD	DOD MEDICAL FACILITIES
3C	4A	MCDA	CEMP-MA	MIL CONSTR DEFENSE ACCOUNT (CHEM DEMIL)
3D	3B	RPMA	NONE	REAL PROPERTY MAINT, DEFENSE(ARMY)
3D	3E	RPMD	NONE	REAL PROPERTY MAINT, DEFENSE(DEFENSE)
3D	3G	RPMF	NONE	REAL PROPERTY MAINT, DEFENSE(AIR F)
3D	5M	OMS	NONE	DOD SCHOOLS, OPERATIONS AND MAINT
3E	4S	SOF	CEMP-MD	DOD SPECIAL OPERATIONS FORCE
3E	4B	BMDO	CEMP-MD	NAT'L MISSLE DEFENSE (BALLISTIC MISSLE)

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

GP	TF	ABBR	HQ PRP	DESCRIPTION
4				**MILITARY ENVIRONMENTAL**
4A	5A	IRPAD	CEMP-RI	DERP, ARMY INST RESTORATN PROG (IRP), DIRECT
4A	5U	FUDS	CEMP-RF	DERP, FORMERLY USED DEF SITES (FUDS) DIRECT
4B	5H	BA1E	CEMP-RI	BRAC ENVIR, PART I, ARMY (BRAC I) DIRECT
4B	5I	BA2E	CEMP-RI	BRAC ENVIR, PART II, ARMY (BRAC91) DIRECT
4B	5J	BA3E	CEMP-RI	BRAC ENVIR, PART III, ARMY(BRAC93) DIRECT
4B	5K	BA4E	CEMP-RI	BRAC ENVIR, PART IV, ARMY(BRAC95) DIRECT
4C	5P	BF1E	CEMP-RI	BRAC ENVIR, PART I, AIR FORCE, DIRECT
4C	5Q	BF2E	CEMP-RI	BRAC ENVIR, PART II, AIR FORCE, DIRECT
4C	5R	BF3E	CEMP-RI	BRAC ENVIR, PART III, AIR FORCE, DIRECT
4C	5T	BF4E	CEMP-RI	BRAC ENVIR, PART IV, AIR FORCE, DIRECT
4D	5G	IRPAR	CEMP-RI	DERP, ARMY IRP, REIMB
4D	5D	IRPLR	CEMP-RI	DERP, DEFENSE LOGISTICS AGENCY IRP, REIMB
4D	5F	IRPFR	CEMP-RI	DERP, AIR FORCE IRP, REIMB
4D	5B	IRPOR	CEMP-RI	DERP, OTHER IRP, REIMB
4E	5L	EQ	CEMP-RI	ENVIRONMENTAL QUALITY, REIMB
4F	5C	C2PA	CEMP-RI	COMPLI, CONSERV AND POLLUTION PREV, REIMB
4F	5E	C2PF	CEMP-RI	COMPLI, CONSERV & POL PREV, AF, REIMB
5				**MILITARY REIMBURSABLE, ARMY**
5A	14	OMA	NONE	OPERATION AND MAINTENANCE, ARMY
5B	45	FHMA	NONE	FAMILY HOUSING - MAINTENANCE AND REPAIR
5C	16	ANC	CEMP-MD	ARLINGTON NATIONAL CEMETERY
5C	1K	KWM	CEMP-MD	KOREAN WAR MEMORIAL
5D	1R	OMARR	CEMP-MA	OP & MAINT, ARMY RESERVE REIMBURSABLE
5X	5X	RARLD	CEMP-MA	PLANNING AND DESIGN, O&M, ARMY
5X	5Y	RANRD	CERM	ENGINEERING NOT RELATED TO CONSTR, O&MA
6				**MILITARY REIMBURSABLE, AIR FORCE**
6A	2A	QOLEA	CEMP-MA	QUALITY OF LIFE ENHANCEMENT, AIR FORCE
6B	2M	FHMF	NONE	FAMILY HOUSING, O+M, AIR FORCE
6C	28	OTHF	NONE	OTHER AIR FORCE FUNDS
6D	29	BOMAF	NONE	BRAC O&M, AIR FORCE
7				**MILITARY REIMBURSABLE, DOD**
7A	98	DECA	CEMP-MD	DEFENSE COMMISSARY AGENCY
7A	4T	CTR	CEMP-MD	COOPERATIVE THREAT REDUCTION
7A	56	DMA	CEMP-MD	DEFENSE MAPPING AGENCY
7A	57	DNA	CEMP-MD	DEFENSE NUCLEAR AGENCY
7A	58	DCA	CEMP-MD	DEFENSE COMMUNICATIONS AGENCY
7A	69	NSA	CEMP-MD	NATIONAL SECURITY AGENCY
7B	51	DODS	CEMP-MD	DOD DEPENDENT SCHOOLS
7B	5S	S6S	CEMP-MD	MILITARY CONSTR, SECTION 6 SCHOOLS-CONUS
7C	30	MCN	CEMP-MD	MILITARY CONSTRUCTION, NAVY
7C	32	NMCR	CEMP-MA	NAVY AND MARINE CORPS RESERVE
7C	33	OMN	NONE	OPERATION AND MAINTENANCE, NAVY/MC
7C	3P	RPMN	NONE	REAL PROPERTY MAINT, DEFENSE(NAVY/MC)
7D	3A	DBOA	NONE	DEFENSE BUSINESS OPERATIONS FUND(ARMY)
7D	3D	DBOD	NONE	DEFENSE BUSINESS OPERATIONS FUND(DEFENSE)
7D	3F	DBOF	NONE	DEFENSE BUSINESS OP FUND (AIR FORCE)
7D	3N	DBON	NONE	DEFENSE BUSINESS O FUND (NAVY/MC)
7E	1P	PRP	CEMP-MD	PENTAGON RENOVATION PROGRAM
7E	66	SAH	CEMP-MD	US SOLDIERS' AND AIRMEN'S HOME
7E	1S	SOCM	NONE	MILCON, SOUTHERN COMMAND (PANAMA)

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

GP	TF	ABBR	HQ PRP	DESCRIPTION
8				**SPECIAL MANAGEMENT PROGRAMS**
8A	63	PIK	NONE	PAYMENT IN KIND
8A	76	GOJ	NONE	GOVERNMENT OF JAPAN
8A	77	GOK	NONE	GOVERNMENT OF KOREA
8B	52	NATO	NONE	NORTH ATLANTIC TREATY ORGANIZATION
8B	5N	AFN	NONE	NATO, AIR FORCE
8C	70	FMS	CEMP-MD	FOREIGN MILITARY SALES
9				**MILITARY REIMBURSABLE, NON-FEDERAL**
9A	60	NAFA	CEMP-MA	NON-APPROPRIATED FUNDS, ARMY
9B	27	NAAF	CEMP-MA	NON-APPROPRIATED FUNDS, AIR FORCE
9B	35	NAFN	NONE	NON APPROPRIATED FUNDS (NAVY)
9C	3J	GOJC	NONE	GOVT OF JAPAN FUNDED CONSTRUCTION
9C	3K	ROKC	NONE	REPUBLIC OF KOREA FUNDED CONSTRUCTION
9D	3Q	GOCQ	CEMP-MD	GOVERNMENT OF KUWAIT FUNDED CONSTR
H				**ENVIRONMENTAL SUPPORT FOR OTHERS**
H1	V1	HGSA	CEMP-RS	ENVIRONMENTAL FOR GEN SERVICES ADMIN
H1	V2	HHUD	CEMP-RS	HOUSING AND URBAN DEVELOPMENT
H1	V3	HTRE	CEMP-RS	DEPARTMENT OF THE TREASURY
H1	V4	HGAO	CEMP-RS	GOVERNMENT ACCOUNTING OFFICE
H1	V5	HFDA	CEMP-RS	FOOD AND DRUG ADMINISTRATION
H1	V6	HIHS	CEMP-RS	INDIAN HEALTH SERVICE
H1	VA	HEDA	CEMP-RS	DEPT OF COMMERCE, ECON. DEVPMNT ADMIN
H1	VB	HBIA	CEMP-RS	DEPT OF INTERIOR, BUREAU OF INDIAN AFFAIRS
H1	VC	HBLM	CEMP-RS	DEPT OF INTERIOR, BUREAU OF LAND MGMT
H1	VD	HNPS	CEMP-RS	DEPT OF INTERIOR, NATIONAL PARK SERVICE
H1	VF	HCCC	CEMP-RS	DEPT OF AGRICULTURE, COMMODITY CREDIT
H1	VG	HFSA	CEMP-RS	DEPT OF AGRICULTURE, FARM SERVICE AGENCY
H1	VH	HFAA	CEMP-RS	DEPT OF TRANSPORT, FEDERAL AVIATION ADMIN
H1	VI	HCG	CEMP-RS	DEPT OF TRANSPORTATION, U.S. COAST GUARD
H1	VJ	HFRA	CEMP-RS	DEPT OF TRANSPORT, FEDERAL RAILWAY ADMIN
H1	VK	HHHS	CEMP-RS	DEPT OF HEALTH AND HUMAN SERVICES
H1	VL	HDOE	CEMP-RS	DEPT OF ENERGY
H1	VM	HPHS	CEMP-RS	PUBLIC HEALTH SERVICE
H1	VN	HFEMA	CEMP-RS	FEDERAL EMERGENCY MANAGEMENT AGENCY
H1	VP	HFDIC	CEMP-RS	FEDERAL DEPOSIT INSURANCE CORPORATION
H1	VQ	HSBA	CEMP-RS	SMALL BUSINESS ADMINISTRATION
H1	VR	HUSPS	CEMP-RS	UNITED STATES POSTAL SERVICE
H1	VS	HNOAA	CEMP-RS	NATIONAL OCEANIC AND ATMOSPHERIC ADMIN
H1	VT	HJBP	CEMP-RS	DEPT OF JUSTICE, BUREAU OF PRISONS
H1	VU	HJFBI	CEMP-RS	DEPT OF JUSTICE, FED BUREAU INVESTIGATION
H1	VV	HJINS	CEMP-RS	DEPT OF JUSTICE, IMMIGRATION &
H1	VX	HIBR	CEMP-RS	DEPT OF INTERIOR, BUREAU OF RECLAMATION
H1	VY	HIFW	CEMP-RS	DEPT OF INTERIOR, FISH AND WILDLIFE SERVICE
H1	VZ	HAFS	CEMP-RS	DEPT OF AGRICULTURE, FOREST SERVICE
H1	WG	HEPA	CEMP-RS	EPA, EXCEPT CONSTR GRANTS & SUPERFUND
H2	WU	SUPF	CEMP-RS	EPA SUPERFUND

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

GP	TF	ABBR	HQ PRP	DESCRIPTION
S				**OTHER SUPPORT FOR OTHERS (SFO)**
S1	W2	SONAS	CEMP-MD	NATIONAL AERONAUTICAL AND SPACE ADMIN
S1	W3	SOINS	CEMP-MD	DEPT OF JUSTICE, IMMIG & NATURALIZATION
S1	W4	SOFDA	CEMP-MD	DEPT OF AGRICULTURE, FOOD AND DRUG ADMIN
S1	WI	SODOS	CEMP-MD	DEPARTMENT OF STATE
S1	WJ	SODOI	CEMP-MD	DEPARTMENT OF INTERIOR
S1	WK	SODOJ	CEMP-MD	DEPARTMENT OF JUSTICE, BUREAU OF PRISONS
S1	WL	SODOE	CEMP-MD	DEPARTMENT OF ENERGY
S1	WM	SONPS	CEMP-MD	DEPT OF INTERIOR, NATIONAL PARK SERVICE
S1	WP	SOVOA	CEMP-MD	INTERNAT L COMMUNICATION AGENCY (VOA)
S1	WS	SOSLG	CEMP-MD	STATE AND LOCAL GOVERNMENTS
S1	WT	SOFG	CEMP-MD	FOREIGN GOVERNMENTS
S1	WW	SOEMA	CEMP-MD	FEDERAL EMERGENCY MANAGEMENT AGENCY
S1	WX	SOOTH	CEMP-MD	ALL OTHER FED DEPARTMENTS & AGENCIES
S1	WY	SONGV	CEMP-MD	ALL NON-GOVERNMENT ENTITIES
S1	WZ	SODOT	CEMP-MD	DEPT. OF TRANSPORTATION, U.S. COAST GUARD
S1*	W5	SDMDC	CEMP-MD	DEFENSE MANPOWER DATA CTR
S1*	W6	SDCPS	CEMP-MD	DC PUBLIC SCHOOLS
S1*	W7	SGAO	CEMP-MD	GENERAL ACCOUNTING OFFICE
S1*	W8	SHOLM	CEMP-MD	HOLOCAUST MUSEUM
S1*	W9	SKENC	CEMP-MD	KENNEDY CENTER
S1*	WA	SHGSA	CEMP-MD	GENERAL SERVICES ADMINISTRATION
S2	72	SCGNT	CEMP-EC	CONSTRUCTION GRANTS
S2	73	SHUD	CEMP-EC	HOUSING & URBAN DEVELOPMENT ASSISTANCE

* new

MILITARY PROGRAMS INSTALLATION SUPPORT (IS) PROGRAM

1. Three former direct funded programs (One-Stop, PM-Forward and IS Office) were integrated into a single funding stream in FY 00. This was initiated to recognize the need to provide installation support as an MSC integrated (versus stovepipe) capability.

2. Installation support direct funding for the out years is constant, as salaries increase annually, checkbook dollars will decline.

3. USACE Installation Support Programs are to be developed as an integrated mix of direct and reimbursable funds. MSCs have the responsibility to build this integrated program providing both regional and customer-specific support, relying on a mix of direct and earned reimbursable funds. Quality support should generate customer interest in an increased level of reimbursable installation support work.

4. FTE allocations have decreased from 89 (FY 99-00) to 61 (FY 01-03). This recognizes a decrease in the use of full time, direct funded installation support FTE. Total direct program funding (salary and checkbook) remains constant through the guidance period.

5. To the maximum extent possible, all checkbook funds should be allocated during the 1st and 2nd quarters to provide 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.

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

7. Use of IS Funds:
   - It is appropriate for IS personnel to talk with and advise any customer, whether the customer is Army (AC, AR, NG), Navy, AF, or other customers. Direct funded travel should be restricted to support of Army customers.
   - Check book funds should be used solely to support Army Installations (AC, AR, NG), not non-Army customers. Use of IS checkbook funds to train District personnel to provide a service to Army customers is allowed. Use of IS funds to train Civil Works personnel to support non-Army customers is inappropriate.
   - Work brokered by the IS for non-army customers must be reimbursable.
   - Direct IS funds should not be used to provide overhead for specific M&R, O&M, or New Work projects. Any service or study, such as project development, scoping, 1391 preparation, IDIQ type contract development, is an appropriate use.

8. The IS organization provides Regional, general support to installations. Using checkbook funds, MSCs can purchase individual, direct support services for installations from districts, labs, CXs or other sources.

The Initial FY 01 FTE Allocations are based on the review and analysis of several factors, to include workload, funding levels, utilization trends, Congressional actions, and FTE ceiling limitations and targets. Based on our best projections, we feel that each command has received the required resources necessary to accomplish their respective missions. However, each command has until 15 July to review their FTE allocation and provide Headquarters consolidated comments. Reference EC 11-1-2, Calendar of Events.

The allocation includes an increase of three FTE for division offices to accomplish the Regional Management Board and other activities directed by the CG. The increased staffing of POD division office is still under review. Staffing decisions and actions are deferred until the review is concluded.

Commanders have flexibility in the internal distribution of the FTE allocations and utilization 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.

Manpower management is receiving increased emphasis at Headquarters, Department of the Army (HQDA) due in part to the Federal Activities Initiatives Reform (FAIR) Act, the Army Stationing Installation Plan (ASIP), the Total Army Analysis (TAA), and the certification of manpower requirements determination processes. These are all ongoing processes and command emphasis must be placed on meeting all data submission requirements supporting these initiatives.

MILITARY FUNDED MANPOWER

1. The military allocation is subject to change based on MSC review of the initial allocation, conference report for military appropriations and revised command guidance.

2. The controlling factor 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.

3. Accurate planning for the execution of manpower is critical to ensure maximum utilization of available resources. The timely and accurate submission of Civilian Employment Plans (CEPs) is essential.

4. Commands must ensure that all military funded work is accurately charged in CEFMS. This will allow for the accurate capture of utilization in the Manpower Utilization Module.

5. Detailed guidance by MDEP and AMSCO will be provided separately at a later date.

CIVIL FUNDED MANPOWER

1. The Initial FY 01 FTE Allocation is based on workload representing the Corps Constrained National Needs (CNN) Program. Therefore, no FTE were withheld for Congressional Actions.

2. Timely and accurate submission of Civil Works Usage Plans (CWUPs) is important. Emphasis should also be placed on the timely and accurate submission of 113G reports.

UNIFORMED MILITARY AUTHORIZATIONS

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

USACE FTE ALLOCATION

		FY 00	FY 01	FY 02	FY 03
MVD	CIVIL	5,566	5,615	5,364	5,291
	MILITARY	173	135	135	135
	TOTAL	5,739	5,750	5,499	5,426
NAD	CIVIL	2,490	2,528	2,592	2,506
	MILITARY	1,572	1,494	1,566	1,542
	TOTAL	4,062	4,022	4,158	4,048
NWD	CIVIL	3,775	3,843	4,128	4,057
	MILITARY	1,212	1,172	1,172	1,171
	TOTAL	4,987	5,015	5,300	5,228
LRD	CIVIL	4,404	4,474	4,553	4,451
	MILITARY	397	384	405	381
	TOTAL	4,801	4,858	4,958	4,832
POD	CIVIL	264	291	299	309
	MILITARY	1,268	1,477	1,467	1,467
	TOTAL	1,532	1,768	1,766	1,776
SAD	CIVIL	2,959	3,130	3,064	2,788
	MILITARY	1,065	1,165	1,125	1,123
	TOTAL	4,024	4,295	4,189	3,911
SPD	CIVIL	1,896	1,937	1,845	1,805
	MILITARY	756	575	510	470
	TOTAL	2,652	2,512	2,355	2,275
SWD	CIVIL	2,358	2,402	2,473	2,416
	MILITARY	648	661	660	659
	TOTAL	3,006	3,063	3,133	3,075
MSC TOTAL	CIVIL	23,712	24,220	24,318	23,623
	MILITARY	7,091	7,063	7,040	6,948
	TOTAL	30,803	31,283	31,358	30,571

USACE FTE ALLOCATION (CONT'D)

		FY 00	FY 01	FY 02	FY 03
HNC	CIVIL	25	24	23	23
	MILITARY	743	717	717	717
	TOTAL	768	741	740	740
TAC	CIVIL	3	4	4	0
	MILITARY	319	300	300	300
	TOTAL	322	304	304	300
CTR TOTAL	CIVIL	28	28	27	23
	MILITARY	1,062	1,017	1,017	1,017
	TOTAL	1,090	1,045	1,044	1,040
WRSC	CIVIL	158	139	130	132
	MILITARY	0	0	0	0
	TOTAL	158	139	130	132
ERDC	CIVIL	744	705	692	683
	MILITARY	1,374	1,275	1,275	1,219
	TOTAL	2,118	1,980	1,967	1,902
HECSA	CIVIL	76	92	92	92
	MILITARY	102	86	86	86
	TOTAL	178	178	178	178
MDC	CIVIL	31	30	30	30
	MILITARY	0	0	0	0
	TOTAL	31	30	30	30
UFC	CIVIL	106	210	206	205
	MILITARY	51	140	140	140
	TOTAL	157	350	346	345
249th BN & PRIMEPOWER	CIVIL	0	0	0	0
	MILITARY	31	32	32	32
	TOTAL	31	32	32	32
HQ	CIVIL	470	456	454	453
	MILITARY	413	446	446	446
	TOTAL	883	902	900	899
FOA TOTAL	CIVIL	1,585	1,632	1,604	1,595
	MILITARY	1,971	1,979	1,979	1,923
	TOTAL	3,525	3,579	3,551	3,486
CORPS TOTAL	**CIVIL**	**25,325**	**25,880**	**25,949**	**25,241**
	MILITARY	**10,124**	**10,059**	**10,036**	**9,888**
	TOTAL	**35,449**	**35,939**	**35,985**	**35,129**

MILITARY FUNDED FTE - FY 01

COMMAND	MCA	BRAC	DERP	RE	FMS	RDTE TECH	OTHER OMA	TOTAL
MVD	52	0	70	0	0	13	0	135
NAD	992	64	118	125	16	0	179	1,494
NWD	658	18	379	80	0	0	37	1,172
LRD	256	19	63	38	0	0	8	384
POD	1,218	10	182	21	0	0	46	1,477
SAD	777	22	116	103	16	0	131	1,165
SPD	262	69	69	116	8	0	51	575
SWD	491	31	71	47	0	0	21	661
MSC TOTAL	4,706	233	1,068	530	40	13	473	7,063
HNC	717							717
TAC	155				140		5	300
CTR TOTAL	872	0	0	0	140	0	5	1,017
ERDC	3	0	28	0	0	783	461	1,275
249TH & Prime Power							32	32
HECSA							86	86
FIN CTR	96				8		36	140
HQUSACE	55		49		6		336	446
HQ/FOA TOTAL	154	0	77	0	14	783	951	1,979
USACE TOTAL	5,732	233	1,145	530	194	796	1,429	10,059

MILITARY FUNDED FTE - FY 02

COMMAND	MCA	BRAC	DERP	RE	FMS	RDTE TECH	OTHER OMA	TOTAL
MVD	52	0	70	0	0	13	0	135
NAD	992	50	118	125	100	0	181	1,566
NWD	658	18	379	86	0	0	31	1,172
LRD	256	20	63	38	0	0	28	405
POD	1,218	0	182	21	0	0	46	1,467
SAD	777	22	116	100	16	0	94	1,125
SPD	262	47	69	93	4	0	35	510
SWD	491	31	71	46	0	0	21	660
MSC TOTAL	4,706	188	1,068	509	120	13	436	7,040
HNC	717							717
TAC	155				140		5	300
CTR TOTAL	872	0	0	0	140	0	5	1,017
ERDC	3	0	28	0	0	783	461	1,275
249TH & Prime Power							32	32
HECSA							86	86
FIN CTR	96				8		36	140
HQUSACE	55		49		6		336	446
HQ/FOA TOTAL	154	0	77	0	14	783	951	1,979
USACE TOTAL	5,732	188	1,145	509	274	796	1,392	10,036

MILITARY FUNDED FTE - FY 03

COMMAND	MCA	BRAC	DERP	RE	FMS	RDTE TECH	OTHER OMA	TOTAL
MVD	52	0	70	0	0	13	0	135
NAD	992	26	118	125	100	0	181	1,542
NWD	658	18	379	85	0	0	31	1,171
LRD	256	17	63	38	0	0	7	381
POD	1,218	0	182	21	0	0	46	1,467
SAD	777	22	116	98	16	0	94	1,123
SPD	262	33	69	81	0	0	25	470
SWD	491	31	71	45	0	0	21	659
MSC TOTAL	4,706	147	1,068	493	116	13	405	6,948
HNC	717							717
TAC	155				140		5	300
CTR TOTAL	872	0	0	0	140	0	5	1,017
ERDC	3	0	28	0	0	776	412	1,219
249TH & Prime Power							32	32
HECSA							86	86
FIN CTR	96				8		36	140
HQUSACE	55		49		6		336	446
HQ/FOA TOTAL	154	0	77	0	14	776	902	1,923
USACE TOTAL	5,732	147	1,145	493	270	789	1,312	9,888

FY 01 UNIFORMED MANPOWER ALLOCATIONS
and
GRADE CEILINGS - 0101/0201 TDA

	MILITARY FUNDED									CIVIL WORKS FUNDED								
	OFF						WO	EN	TOTAL	OFF						WO	EN	TOTAL
ORG	GO	06	05	04	03	02				GO	06	05	04	03	02			
HNC	0	1	1	1	1	0	0	0	4	0	0	0	0	0	0	0	0	0
LRD	0	1	1	2	0	0	0	0	4	1	4	11	9	29	0	0	0	54
CDR ADJ CHP	0	0	0	0	0	0	0	0	0	0	0	0	0	-1	0	0	0	-1
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-4	0	0	0	-4
LRD ADJ TOT	0	1	1	2	0	0	0	0	4	1	4	11	9	24	0	0	0	49
MVD	0	0	0	0	0	0	0	0	0	1	7	7	10	20	0	0	0	45
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
MVD ADJ TOT	0	0	0	0	0	0	0	0	0	1	7	7	10	17	0	0	0	42
NAD	1	1	5	4	4	0	0	0	15	0	5	4	5	22	0	0	0	36
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-4	0	0	0	-4
NAD ADJ TOT	1	1	5	4	4	0	0	0	15	0	5	4	5	18	0	0	0	32
NWD	0	1	4	2	0	0	0	0	7	1	5	3	6	16	0	0	0	31
CDR ADJ CHP	0	0	0	0	0	0	0	0	0	0	-1	0	0	0	0	0	0	-1
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
NWD ADJ TOT	0	1	4	2	0	0	0	0	7	1	4	3	6	13	0	0	0	27
POD	0	3	5	3	9	0	0	6	26	1	1	1	3	10	0	0	0	16
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
POD ADJ TOT	0	3	5	3	9	0	0	6	26	1	1	1	3	7	0	0	0	13
SAD	0	1	3	3	2	0	0	0	9	1	4	5	5	8	0	0	0	23
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
SAD ADJ TOT	0	1	3	3	2	0	0	0	9	1	4	5	5	5	0	0	0	20
SPD	0	1	3	2	0	0	0	0	6	1	2	4	5	16	0	0	0	28
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
SPD ADJ TOT	0	1	3	2	0	0	0	0	6	1	2	4	5	13	0	0	0	25
SWD	0	1	1	2	1	0	0	0	5	1	4	4	1	25	0	0	0	35
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-4	0	0	0	-4
SWD ADJ TOT	0	1	1	2	1	0	0	0	5	1	4	4	1	21	0	0	0	31
TAC	1	4	4	5	2	0	0	1	17	0	0	0	0	0	0	0	0	0
TAA OPD ADJ	0	-1	-3	-5	0	0	0	-1	-10	0	0	0	0	0	0	0	0	0
TAC ADJ TOT	1	3	1	0	2	0	0	0	7	0	0	0	0	0	0	0	0	0
TOT D/C	2	13	24	19	19	0	0	6	83	7	31	39	44	118	0	0	0	239
ERDC	0	0	1	1	0	0	1	6	9	0	1	2	4	16	0	0	0	23
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-5	0	0	0	-5
ERDC ADJ TOT	0	0	1	1	0	0	1	6	9	0	1	2	4	11	0	0	0	18
HECSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UFC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PPS	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0	0	0
TOT FOA	0	0	1	1	0	0	2	15	19	0	1	2	4	11	0	0	0	18
TRG	0	2	1	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0
AMHA	1	5	4	1	0	0	0	4	15	2	9	16	11	11	0	1	1	51
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-2	0	0	0	-2
AMHA ADJ TOT	1	5	4	1	0	0	0	4	15	2	9	16	11	9	0	1	1	49
TOT HQ	1	7	5	1	0	0	0	4	18	2	9	16	11	9	0	1	1	49
249TH	0	0	1	2	4	0	9	174	190	0	0	0	0	0	0	0	0	0
Cmd Total	3	20	31	23	23	0	11	199	310	9	41	57	59	138	0	1	1	306

FY 02 UNIFORMED MANPOWER ALLOCATIONS
and
GRADE CEILINGS - 0102/0202 TDA

	MILITARY FUNDED									CIVIL WORKS FUNDED								
	OFF						WO	EN	TOTAL	OFF						WO	EN	TOTAL
ORG	GO	06	05	04	03	02				GO	06	05	04	03	02			
HNC	0	1	1	1	1	0	0	0	4	0	0	0	0	0	0	0	0	0
LRD	0	1	1	2	0	0	0	0	4	1	4	11	9	29	0	0	0	54
CDR ADJ CHP	0	0	0	0	0	0	0	0	0	0	0	0	0	-1	0	0	0	-1
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-4	0	0	0	-4
LRD ADJ TOT	0	1	1	2	0	0	0	0	4	1	4	11	9	24	0	0	0	49
MVD	0	0	0	0	0	0	0	0	0	1	7	7	10	20	0	0	0	45
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
MVD ADJ TOT	0	0	0	0	0	0	0	0	0	1	7	7	10	17	0	0	0	42
NAD	1	1	5	4	4	0	0	0	15	0	5	4	5	22	0	0	0	36
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-4	0	0	0	-4
NAD ADJ TOT	1	1	5	4	4	0	0	0	15	0	5	4	5	18	0	0	0	32
NWD	0	1	4	2	0	0	0	0	7	1	5	3	6	16	0	0	0	31
CDR ADJ CHP	0	0	0	0	0	0	0	0	0	0	-1	0	0	0	0	0	0	-1
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
NWD ADJ TOT	0	1	4	2	0	0	0	0	7	1	4	3	6	13	0	0	0	27
POD	0	3	5	3	9	0	0	6	26	1	1	1	3	10	0	0	0	16
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
POD ADJ TOT	0	3	5	3	9	0	0	6	26	1	1	1	3	7	0	0	0	13
SAD	0	1	3	3	2	0	0	0	9	1	4	5	5	8	0	0	0	23
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
SAD ADJ TOT	0	1	3	3	2	0	0	0	9	1	4	5	5	5	0	0	0	20
SPD	0	1	3	2	0	0	0	0	6	1	2	4	5	16	0	0	0	28
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
SPD ADJ TOT	0	1	3	2	0	0	0	0	6	1	2	4	5	13	0	0	0	25
SWD	0	1	1	2	1	0	0	0	5	1	4	4	1	25	0	0	0	35
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-4	0	0	0	-4
SWD ADJ TOT	0	1	1	2	1	0	0	0	5	1	4	4	1	21	0	0	0	31
TAC	1	4	4	5	2	0	0	1	17	0	0	0	0	0	0	0	0	0
TAA OPD ADJ	0	-1	-3	-5	0	0	0	-1	-10	0	0	0	0	0	0	0	0	0
TAC ADJ TOT	1	3	1	0	2	0	0	0	7	0	0	0	0	0	0	0	0	0
TOT D/C	2	13	24	19	19	0	0	6	83	7	31	39	44	118	0	0	0	239
ERDC	0	0	1	1	0	0	1	6	9	0	1	2	4	16	0	0	0	23
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-5	0	0	0	-5
ERDC ADJ TOT	0	0	1	1	0	0	1	6	9	0	1	2	4	11	0	0	0	18
HECSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UFC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PPS	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0	0	0
TOT FOA	0	0	1	1	0	0	2	15	19	0	1	2	4	11	0	0	0	18
TRG	0	2	1	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0
AMHA	1	5	4	1	0	0	0	4	15	2	9	16	11	11	0	1	1	51
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-2	0	0	0	-2
AMHA ADJ TOT	1	5	4	1	0	0	0	4	15	2	9	16	11	9	0	1	1	49
TOT HQ	1	7	5	1	0	0	0	4	18	2	9	16	11	9	0	1	1	49
249TH	0	0	1	2	4	0	9	174	190	0	0	0	0	0	0	0	0	0
Cmd Total	3	20	31	23	23	0	11	199	310	9	41	57	59	138	0	1	1	306

FY 03 UNIFORMED MANPOWER ALLOCATIONS
and
GRADE CEILINGS - 0103/0203 TDA

	MILITARY FUNDED									CIVIL WORKS FUNDED								
	OFF						WO	EN	TOTAL	OFF						WO	EN	TOTAL
ORG	GO	06	05	04	03	02				GO	06	05	04	03	02			
HNC	0	1	1	1	1	0	0	0	4	0	0	0	0	0	0	0	0	0
LRD	0	1	1	2	0	0	0	0	4	1	4	11	9	29	0	0	0	54
CDR ADJ CHP	0	0	0	0	0	0	0	0	0	0	0	0	0	-1	0	0	0	-1
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-4	0	0	0	-4
LRD ADJ TOT	0	1	1	2	0	0	0	0	4	1	4	11	9	24	0	0	0	49
MVD	0	0	0	0	0	0	0	0	0	1	7	7	10	20	0	0	0	45
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
MVD ADJ TOT	0	0	0	0	0	0	0	0	0	1	7	7	10	17	0	0	0	42
NAD	1	1	5	4	4	0	0	0	15	0	5	4	5	22	0	0	0	36
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-4	0	0	0	-4
NAD ADJ TOT	1	1	5	4	4	0	0	0	15	0	5	4	5	18	0	0	0	32
NWD	0	1	4	2	0	0	0	0	7	1	5	3	6	16	0	0	0	31
CDR ADJ CHP	0	0	0	0	0	0	0	0	0	0	-1	0	0	0	0	0	0	-1
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
NWD ADJ TOT	0	1	4	2	0	0	0	0	7	1	4	3	6	13	0	0	0	27
POD	0	3	5	3	9	0	0	6	26	1	1	1	3	10	0	0	0	16
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
POD ADJ TOT	0	3	5	3	9	0	0	6	26	1	1	1	3	7	0	0	0	13
SAD	0	1	3	3	2	0	0	0	9	1	4	5	5	8	0	0	0	23
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
SAD ADJ TOT	0	1	3	3	2	0	0	0	9	1	4	5	5	5	0	0	0	20
SPD	0	1	3	2	0	0	0	0	6	1	2	4	5	16	0	0	0	28
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	0	0	0	-3
SPD ADJ TOT	0	1	3	2	0	0	0	0	6	1	2	4	5	13	0	0	0	25
SWD	0	1	1	2	1	0	0	0	5	1	4	4	1	25	0	0	0	35
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-4	0	0	0	-4
SWD ADJ TOT	0	1	1	2	1	0	0	0	5	1	4	4	1	21	0	0	0	31
TAC	1	4	4	5	2	0	0	1	17	0	0	0	0	0	0	0	0	0
TAA OPD ADJ	0	-1	-3	-5	0	0	0	-1	-10	0	0	0	0	0	0	0	0	0
TAC ADJ TOT	1	3	1	0	2	0	0	0	7	0	0	0	0	0	0	0	0	0
TOT D/C	2	13	24	19	19	0	0	6	83	7	31	39	44	118	0	0	0	239
ERDC	0	0	1	1	0	0	1	6	9	0	1	2	4	16	0	0	0	23
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-5	0	0	0	-5
ERDC ADJ TOT	0	0	1	1	0	0	1	6	9	0	1	2	4	11	0	0	0	18
HECSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UEC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PPS	0	0	0	0	0	0	1	9	10	0	0	0	0	0	0	0	0	0
TOT FOA	0	0	1	1	0	0	2	15	19	0	1	2	4	11	0	0	0	18
TRG	0	2	1	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0
AMHA	1	5	4	1	0	0	0	4	15	2	9	16	11	11	0	1	1	51
TAA07.1 ADJ	0	0	0	0	0	0	0	0	0	0	0	0	0	-2	0	0	0	-2
AMHA ADJ TOT	1	5	4	1	0	0	0	4	15	2	9	16	11	9	0	1	1	49
TOT HQ	1	7	5	1	0	0	0	4	18	2	9	16	11	9	0	1	1	49
249TH	0	0	1	2	4	0	9	174	190	0	0	0	0	0	0	0	0	0
Cmd Total	3	20	31	23	23	0	11	199	310	9	41	57	59	138	0	1	1	306

SECTION 4 HIGH GRADE ALLOCATIONS

1. In FY 99, USACE completely reworked the High Grade methodology. This methodology provided a base allocation for district offices and the division office. Additional High Grades accounting for short-term missions, unique requirements, complexity and mix of work, and number of districts were provided. Using the FY 99 High Grade allocation as the starting point, adjustments are made for changes in mission or realignment. This year, we are taking three major actions; one is to move short-term High Grades between commands to resource changing missions, the second is to realign High Grades in division offices and headquarters, and the third is to account for the Defense Lab High Grade exemption.

a. Mission Changes: (See table for details) There are a number of missions that have begun, ended or changed. The High Grades associated with these short-term missions are all that USACE has available to resource mission changes, therefore, they are allocated for duration of the mission and then returned to USACE for reallocation, even if that new mission is within the same MSC.

b. Realignment: (See table for details) Division offices are provided one High Grade in FY 01 to complement the three FTE allocated to resource the Resource Management Board and other duties added to the division offices by the CG. Eliminating the HQ reserve paid for a portion of these. The regional divisions are reduced in keeping with the FTE reductions. The High Grade end state for the regional divisions will be reached in FY 03. SPD received additional High Grades to align the division office with other division offices. The end state for this action will also be reached in FY 03. The civil funded SES's are now added to the total so that all SES's (civil and military) are counted. Headquarters restructuring actions account for realignment between HQUSACE and HECSA.

c. Defense Lab Exemption: Congress passed an exemption to High Grade controls for the Defense laboratories. The ceiling for both military and civil High Grades in ERDC was reduced to reflect the positions covered by the exemption. These High Grades are not reusable within USACE, but are returned to DA. The High Grades that do remain, apply to TEC which chose not to participate in the pay banding demonstration project, SES and ST's associated with lab management, as well as realignment of ERDC.

2. Three years guidance is provided, but is subject to change based on various factors including, but not restricted to restructuring actions, workload shifts, and changes in missions. Commanders should make staffing and organizational decisions with a goal to meeting their assigned ceiling by the fiscal year-end.

USACE HIGH GRADE ALLOCATIONS

COMMAND	FY 01 MILITARY	FY 01 CIVIL	FY 02 MILITARY	FY 02 CIVIL	FY 03 MILITARY	FY 03 CIVIL
HNC	69	2	69	2	69	2
LRD	16	126	16	121	16	115
MVD	3	151	3	151	3	151
NAD	66	106	66	106	66	106
NWD	51	116	50	112	50	105
POD	56	23	57	23	57	23
SAD	38	92	38	92	38	92
SPD	28	71	28	74	28	77
SWD	30	71	30	71	30	71
TAC	25	1	25	1	25	1
MSC SUBTOTAL	382	759	382	753	382	743
ERDC	41	3	41	3	41	3
HECSA	8	8	8	8	8	8
MDC	0	2	0	2	0	2
WRSC	0	31	0	31	0	31
FIN CTR	2	6	2	6	2	6
HQUSACE	185	222	185	222	185	222
RESERVE	0	0	0	0	0	0
HQ/FOA SUBTOTAL	195	269	195	269	195	269
USACE TOTAL	618	1031	618	1025	618	1015

Note: See pages 2-77 thru 2-79 for high grade detail information

FY 01 HIGH GRADE DETAIL

			MISSION CHANGES								REALIGNMENT						
MSC		FY 00 Base	National Missile Defense	Chem Demil	PM Forward USAR	Wye River	PenRen	Ft. Bragg Hospital	Agency for Inter - national Develop	Real Estate NSA	Civil SES	Division Realignment	ED&M Respons- ibilities	HQ Restruct- uring	FY 01 Sub-Total	Defense Lab Exemption	FY 01 Total
HNC	mil	65	2	2											69		69
	civ	2													2		2
LRD	mil	16			1							-1			16		16
	civ	127									2	-4	1		126		126
MVD	mil	3													3		3
	civ	148									2		1		151		151
NAD	mil	67				2	-6			2			1		66		66
	civ	104									2				106		106
NWD	mil	51										-1	1		51		51
	civ	118									2	-4			116		116
POD	mil	53	2										1		56		56
	civ	21									2				23		23
SAD	mil	38						-1					1		38		38
	civ	90									2				92		92
SPD	mil	28													28		28
	civ	66									2	2	1		71		71
SWD	mil	30													30		30
	civ	68									2		1		71		71
TAC	mil	25													25		25
	civ	2							-1						1		1
MSC SUBTOTAL	**mil**	**376**	**4**	**2**	**1**	**2**	**-6**	**-1**	**0**	**2**	**0**	**-2**	**4**		**382**	**0**	**382**
	civ	**746**	**0**	**0**	**0**	**0**	**0**	**0**	**-1**	**0**	**16**	**-6**	**4**		**759**	**0**	**759**
ERDC	mil	175													175	-134	41
	civ	97													97	-94	3
HECSA	mil	7												1	8		8
	civ	7												1	8		8
MDC	mil	0													0		0
	civ	2													2		2
WRSC	mil	0													0		0
	civ	31													31		31
FIN CTR	mil	2													2		2
	civ	6													6		6
HQUSACE	mil	186												-1	185		185
	civ	222												0	222		222
RESERVE	mil	4										-4			0		0
	civ	0													0		0
HQ/FOA SUBTOTAL	**mil**	**374**	**0**	**0**	**0**	**0**	**0**	**0**	**0**		**0**	**-4**	**0**	**0**	**370**	**-134**	**236**
	civ	**365**	**0**	**0**	**0**	**0**	**0**	**0**	**0**		**0**	**0**	**0**	**1**	**366**	**-94**	**272**
USACE TOTAL	**mil**	**750**	**4**	**2**	**1**	**2**	**-6**	**-1**	**0**	**2**	**0**	**-6**	**4**	**0**	**752**	**-134**	**618**
	civ	**1111**	**0**	**0**	**0**	**0**	**0**	**0**	**-1**	**0**	**16**	**-6**	**4**	**1**	**1125**	**-94**	**1031**

FY 02 HIGH GRADE DETAIL						
			MISSION CHANGES		REALIGNMENT	
MSC		FY 01 Base	National Missile Defense	Chem Demil	Division Realignment	FY 02 Total
HNC	mil	69		0		69
	civ	2				2
LRD	mil	16			0	16
	civ	126			-5	121
MVD	mil	3				3
	civ	151				151
NAD	mil	66				66
	civ	106				106
NWD	mil	51			-1	50
	civ	116			-4	112
POD	mil	56	1			57
	civ	23				23
SAD	mil	38				38
	civ	92				92
SPD	mil	28				28
	civ	71			3	74
SWD	mil	30				30
	civ	71				71
TAC	mil	25				25
	civ	1				1
MSC SUBTOTAL	**mil**	**382**	**1**	**0**	**-1**	**382**
	civ	**759**	**0**	**0**	**-6**	**753**
ERDC	mil	41				41
	civ	3				3
HECSA	mil	8				8
	civ	8				8
MDC	mil	0				0
	civ	2				2
WRSC	mil	0				0
	civ	31				31
FIN CTR	mil	2				2
	civ	6				6
HQUSACE	mil	185				185
	civ	222				222
RESERVE	mil	0				0
	civ	0				0
HQ/FOA SUBTOTAL	**mil**	**236**	**0**	**0**	**0**	**236**
	civ	**272**	**0**	**0**	**0**	**272**
USACE TOTAL	**mil**	**618**	**1**	**0**	**-1**	**618**
	civ	**1031**	**0**	**0**	**-6**	**1025**

FY 03 HIGH GRADE DETAIL					
			MISSION CHANGE	REALIGNMENT	
MSC		FY 02 Base	Chem Demil	Division Realignment	FY 03 Total
HNC	mil	69	0		69
	civ	2			2
LRD	mil	16		0	16
	civ	121		-6	115
MVD	mil	3			3
	civ	151			151
NAD	mil	66			66
	civ	106			106
NWD	mil	50		0	50
	civ	112		-7	105
POD	mil	57			57
	civ	23			23
SAD	mil	38			38
	civ	92			92
SPD	mil	28			28
	civ	74		3	77
SWD	mil	30			30
	civ	71			71
TAC	mil	25			25
	civ	1			1
MSC SUBTOTAL	**mil**	**382**	**0**	**0**	**383**
	civ	**753**	**0**	**-10**	**743**
ERDC	mil	41			41
	civ	3			3
HECSA	mil	8			8
	civ	8			8
MDC	mil	0			0
	civ	2			2
WRSC	mil	0			0
	civ	31			31
FIN CTR	mil	2			2
	civ	6			6
HQUSACE	mil	185			185
	civ	222			222
RESERVE	mil	0			0
	civ	0			0
HQ/FOA SUBTOTAL	**mil**	**236**	**0**	**0**	**236**
	civ	**272**	**0**	**0**	**272**
USACE TOTAL	**mil**	**618**	**0**	**0**	**618**
	civ	**1025**	**0**	**-10**	**1015**

D-R-A-F-T
EXECUTIVE DIRECTION AND MANAGEMENT
CONSOLIDATED COMMAND GUIDANCE
FY 01 - FY 03
($000)

GENERAL EXPENSES, 96x3124 96X3124							OPERATION & MAINTENANCE, ARMY 21 2020					
Division Offices*:	FTE Target	FY 01 Funding	FTE Target	FY 02 Funding	FTE Target	FY 03 Funding	FTE Target	FY 01 Funding	FTE Target	FY 02 Funding	FTE Target	FY 03 Funding
LRD	86	12,324	80	12,046	80	12,407	13	1,561	13	1,625	13	1,690
MVD	82	10,652	79	10,673	79	10,993	0	0	0	0	0	0
NAD	75	8,886	75	9,241	75	9,518	28	2,626	28	2,731	28	2,840
NWD	83	10,051	74	9,273	74	9,551	21	2,048	21	2,131	21	2,216
POD	18	2,771	18	2,881	18	2,967	46	6,558	46	6,821	46	7,094
SAD	75	9,530	76	9,908	76	10,205	20	2,320	20	2,414	20	2,510
SPD	73	9,820	73	10,213	73	10,519	18	2,009	18	2,089	18	2,173
SWD	69	8,773	69	9,124	69	9,377	21	2,088	21	2,172	21	2,160
Total Div.:	561	72,807	544	73,359	544	75,537	167	19,210	167	19,983	167	20,683
HQ**	425	58,942	425	61,954	425	63,812	282	31,713	282	33,425	282	34,700
HECSA	75	20,922	75	20,235	75	20,842	56	13,607	56	14,081	56	14,644
UFC	0	1,050	0	1,080	0	1,092	0	981	0	1,020	0	1,060
WRSC	21	2,527	21	2,608	21	2,671	0	0	0	0	0	0
CERB	2	337	2	350	2	361	0	0	0	0	0	0
Total SFOA:	98	24,836	98	24,273	98	24,966	56	14,588	56	15,101	56	15,704
GRAND TOTAL:	**1,084**	**156,585**	**1,067**	**159,586**	**1,067**	**164,315**	**505**	**65,511**	**505**	**68,509**	**505**	**71,087**

*Revised Division Office Staffing and Funding Levels represent increases approved by the PBAC Chair, LTG Ballard, 23 Jun 99, to support additional workload as a result of Regional Management Board and other activities not previously performed at Division level, effective beginning FY 01 4% inflation for FY 02 and 3% for FY 03.

**Includes CW Program Accounts at $2M level for FY 02/03.

The Supervision and Administration (S&A) Regionalization proposal was approved by the Board of Directors (BOD) 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 by opening an S&A "checking account" for each MSC.

MSCs beginning balances were established by prorating a portion of one-quarter of the S&A reserve, based on the MSCs FY 99 workload, plus gains or losses incurred during FY 99. This initial starting balance totaled $24 million. MSCs took ownership of these funds and with it control of their destiny forever more. S&A regionalization works by crediting future gains and losses to the MSC S&A checking account. The differences in S&A income and expense are the MSC responsibility to manage. MSCs retain their balance for future use and are 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 consistently, 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 following tables reflect MSC "target" S&A rates for the next three fiscal years. They were developed based on placement and expense projections submitted to HQUSACE. All "target" S&A rates are included in the FY 01 table. The FY 02 and 03 tables only reflect "target" rates that differ from the standard flat rates for MILCON, O&M and DERP.

FY 01 S&A Rates Targets

	MILCON	O&M	DERP
LRD	5.7%	6.5%	8.0%
NAD*	5.9%	7.5%	6.7%
NWD	5.8%	6.5%	8.0%
POD	6.6%	8.3%	8.5%
SAD	5.7%	6.5%	8.0%
SPD	5.7%	6.5%	8.0%
SWD	5.6%	6.5%	8.0%
TAC	6.5%	8.0%	N/A

*NAD blended CONUS & OCONUS rates will be calculated on actual workload mixture to balance income and expense.

The FY 02 and FY 03 standard flat rates are as follows:

	MILCON	O&M	DERP
CONUS	5.7%	6.5%	8.0%
OCONUS	6.5%	8.0%	8.5%

MSC with different target rates are as follows:

	MILCON	O&M	DERP
NAD-FY 03			8.9%
NWD-FY 02	5.6%	6.4%	
NWD-FY 03	5.6%	6.4%	
POD-FY 01	6.6%	8.2%	
POD-FY 02	6.4%		
SWD-FY 02	5.6%	6.6%	

SECTION 4 COST OF DOING BUSINESS

The FY 01-03 cost of doing business performance goals are provided as guidance to enable development of a three-year Command Operating Budget (COB). The Regional Management Boards (RMBs) are charged with the responsibility to provide Division oversight to the three-year COB process. As such, the RMBs must ensure that the District COBs are developed to attain these goals.

The objective is to provide a financial basis for day-to-day as well as long-term decision making. This process will help Divisions and Districts to better manage resources, ensure affordability, and improve financial analysis capabilities.

The various General and Administrative (G&A) overhead and Design Total Labor Multiplier (TLM) rates have been incrementally reduced to achieve comparability with the industry average by FY 02. The remaining TLM target rates for planning, construction, operations and maintenance (O&M), and real estate are based upon Corps-wide averages. Also, historical cost data was used to develop these targets as we achieve more efficient operations.

In establishing the cost of doing business performance targets, consideration was given to the higher operating costs in OCONUS locations. Additionally, we analyzed and incorporated the economies of scale phenomenon where appropriate. Beginning in FY 01, separate targets are published for Civil and Military G&A and Civil O&M and design TLMs on the basis of the size of district's direct labor base.

G&A overhead and TLM rates will continue to be evaluated in FY 01 Command Management Reviews (CMRs). Specific definitions, calculations and rating criteria are provided in CCG Chapter 3 - Resource Management.

	FY 01	FY 02	FY 03
CONUS Civil G&A (S)	.33	.32	.31
(M)	.29	.28	.27
(L)	.24	.24	.23
OCONUS Civil G&A (S)	.33	.32	.31
Civil Planning TLM	2.56	2.54	2.52
Civil Construction TLM	2.44	2.40	2.38
Civil O&M TLM (S)	2.43	2.41	2.39
(M)	2.33	2.31	2.29
(L)	2.23	2.21	2.19
Civil Design TLM (S)	2.55	2.53	2.50
(M)	2.53	2.52	2.50
(L)	2.51	2.50	2.50

	FY 01	FY 02	FY 03
CONUS Military G&A (S)	.27	.27	.26
(L)	.25	.25	.24
OCONUS Military G&A (S)	.37	.36	.35
(L)	.29	.29	.28
Military Real Estate	2.37	2.36	2.35
Military Construction TLM	2.33	2.30	2.28
HTRW Design TLM	2.51	2.50	2.50
Design TLM (Except HTRW)	2.51	2.50	2.50
Military and Civil Design Chargeability	.60	.60	.60

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

INFORMATION TECHNOLOGY (IT) CHARGES

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

2. The following are the site license fees for FY 01 and estimated for 02, and 03. These fees are based on the amounts submitted in the Information Technology Investment Portfolio System. These fees are subject to change incumbent upon: 1) The results of final Headquarters approval authorization of funding levels and 2) Changes in the number of site licenses, which will change the Fee per Site. The second of a 3 year PRIP payback will be charged for the Standard Procurement System (SPS) for FY 01 of $179K. The SPS and PROMIS rates are the average per site. The E-MCX increase from FY 00 is the result of the Defense Messaging System being incorporated as part of the e-mail cost.

AIS	Est # Sites FY 01	Fee per Site FY 01	Fee per Site FY 02	Fee per Site FY 03
PCASE	21	$19,048.00	$19,048.00	$19,048.00
VIMS	48	4,969.00	4,031.00	4,031.00
APPMS	58	8,810.00	6,440.00	6,440.00
MCACES	275	4,327.00	4,345.00	4,345.00
RECIS	1,332	229.00	236.00	236.00
RMS	278	4,039.00	3,897.00	3,897.00
E-MCX	38,273	48.80	50.92	50.92
PPDS	56	5,075.00	4,875.00	4,875.00
ACASS/CCASS	12,047	61.00	48.35	48.35
PROMIS*	45	41,045.00	36,124.00	36,124.00
SPECS INTACT**	42	5,976.00	5,976.00	5,976.00
SPS***	41	4,366.00	4,366.00	No Charge

*A portion of the PROMIS charge will be a variable based on the size of each offices' database.
**SPECS INTACT will be charged a variable rate based on proportionate $ amount of funding.
***SPS will be charged a variable rate based on proportionate $ amount of civil contracts.

3. Those IT metered on the CEAP-IA platform, the estimated individual rates by CPU/second are shown below. These systems covered under a single rate are limited to CEFMS, CEEMIS and REMIS for FY 01. FY 02 and beyond, the Facilities and Equipment Maintenance System will be included ($1,929,000 – FY 02 and FY 03). Actual metering began in February 1996.

IT CHARGES (CONT'D)

These rates have been based on actual historical usage from the first 6 months of FY 00 and the current amounts reported in ITIPS. They are also based on no bills being issued for September 2000. They are subject to change based on the results of final Headquarters approval authorization of funding levels.

	FY 01	FY 02	FY 03
Funding and Requirements	$13,709,400	$15,758,000	$17,897,000
Rate Per CPU Second	$0.0409	$0.0413	$0.0419

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

CEAP-IA Charges / Infrastructure Acquisition Support 2000 (IAS2K)

1. The CEAP-IA program comes to the end of the CDC/Syentegra contract effective 30 September 2000. While the Processing Centers will continue to operate, the government will be using different contracts to procure the hardware, software, maintenance, and services needed starting in FY 01. Also, effective FY 01 the field will no longer use the CEAP/IAS2K for contract purchases. The birth of the new Corps Infrastructure Acquisition Support 2000 (IAS2K) program will serve the processing centers at Vicksburg, MS and Portland, OR. This change in contract(s) and transition of operations from the HQ to the processing centers will impact the FY 01 IAS2K budget. The Chief Information Officer, Mr. Berrios, has endorsed the forming of a field Process Action Team (PAT) to review the old CEAP billing algorithms and make recommendations for fair and equitable billing. The field will soon receive e-mail instructions identifying how to participate as a member of the PAT.

2. The estimated operational costs for FY 01 will increase 5% from $21,395,900. to $22,399,000. All sites should realize the possibility of revised FY 01 budget before the end of FY 00 based on the actual award of the new contracts and their costs. Sites are encouraged to review the actual the CPU usage column from the monthly CEAP bills in the event the PAT determines an early implementation of the elimination of the cap.

3. In this planning document the CPU charges will remain flat. The expected increase in usage will cover the 5% increase. Again a revised budget will be adjusted when the results of the new contracts and the PAT are reviewed/approved.

a. Estimated fixed cost
FY 00 - $19,935.30
FY 01 - $19,935.30

b. Variable rates No change until the PAT review/approval:
SUN 2000:

FY 00 - $.005 per CPU second
FY 01 - $.005 per CPU second (estimated)

SUN 6000:

FY 00 - $.02 per CPU second
FY 01 - $.02 per CPU second (estimated)

CEAP-IA Charges (Cont'd)

Input/Output:

FY 00 - $.10 per thousand pages
FY 01 - $.10 per thousand pages (estimated)

Connect Time:

FY 00 - $.14 per hour
FY 01 - $.14 per hour (estimated)

1-800 Indial

FY 00 - $.09 per minute with minimum charge of $1.00
FY 01 - $.09 per minute with minimum charge of $1.00 (estimated)

4. POC is Sondra Charlton, CECI-S, at 202-761-4038.

PLANT REPLACEMENT AND IMPROVEMENT PROGRAM (PRIP)

($000)

	FY01	FY02	FY03
CEHNC	0	0	0
CELRD	4,512	14,479	1,511
CEMVD	3,197	2,210	1,040
CENAD	5,880	3,295	1,950
CENWD	537	217	147
CEPOD	485	0	0
CESAD	3,256	4,115	110
CESPD	3,442	97	47
CESWD	1,420	305	0
CEHQ	8,048	3,200	2,153
CEHEC	968	1,381	976
CEMDC	10,145	33,843	2,570
CEFC	0	0	0
CEERD (WES)	4,987	8,620	3,000
TOTAL	46,877	71,762	13,504

Remarks: All PRIP amounts are estimates. The amounts will be revised based on FY 01 PRIP submittals. Outyear program amounts will be revised based on updated Eng Form 1978s. The POC is Marilynn H. White.

MACOM Engineer Office (CELD-ZE):
Larry Robinson, CELD-ZE, 202-761-8774, fax 202-761-0611,
larry.m.robinson@usace.army.mil

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

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

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

TYPICAL COMPONENTS OF A USACE FACILITY DECISION PACKAGE

-- Capital Investment Strategy, as part of an on-going master plan, affordability and flexibility are essential.

-- Identify, consider, and report on all viable alternatives. Local military installations, lease options, and the "as is"/current facility are normally among the alternatives. If you are constrained to be in the Central Business District (CBD), reflect this in your alternatives or how you plan to work around this requirement (E.O. 12072). New construction is normally the least attractive option due to funding problems and decreased flexibility with a changing workforce. Use ECONPACK for your economic analysis and recommend one of the alternatives for CG approval.

-- Prepare a space requirements analysis in accordance with GSA and AR 405-70 criteria. Demonstrate that the local administrative space utilization rate will be within USACE target of 162 nsf/authorized person, given official manning allowances and manning forecasts. Use of SF 81/81a or 1450/1450a is recommended.

-- Address employee/union impacts, and assess the need for an Environmental Impact Statement.

-- Address mission accomplishment relative to the alternatives.

-- Discuss local political support or resistance to the relocation.

-- Address any coordination with GSA, and GSA's position on the proposed relocation; e.g., supportive, resistant, will delegate leasing authority to Corps, etc. Clarify if the relocation is a GSA forced move.

-- Address urgency. Provide timeliness for needed actions including approvals and funding.

-- Address impact if no relocation is approved.

-- State whether systems furniture is being planned in conjunction with the relocation, and how it will be paid for.

-- Clarify how you plan to pay for the relocation and associated construction and annual RPMA costs. Identify sources of funding and what funding, if any, is being requested from HQUSACE.

FACILITIES AND EQUIPMENT MAINTENANCE (FEM) SYSTEM

The Office of Assistant Chief of Staff for Logistics (OACSLOG) will be deploying the Facilities and Equipment Maintenance (FEM) System, FEM has been designated the corporate standard automated maintenance management system. We expect to begin deployment on or about May/Jun 2001 using a phased deployment schedule and be completed in mid 2002. The Memorandum of Agreement (MOA) between the Navy Systems Support Group (NSSG) and the USACE for implementation of the FEM System was signed on 11 April 2000 by the Deputy Commander.

The Deputy Commander by memorandum, CELO-MS, dated 15 February 2000, delayed the application of the CMR maintenance management indicators contained in the Consolidated Command Guidance (CCG) until the FEM System is deployed. CMR data collection will commence for each MSC as FEM is deployed.

Project funds required for training (train the trainer) are estimated to be 18.2K in FY 01, and 6.2K for FY 02, also due in FY 01 is a cost of 7.7K required for the MAXIMO annual customer support plan (ACSP) fee.

Starting in FY 02 the estimated site fee to field the FEM System (38 districts plus EDRC) is $ 56K, and in the range of $ 49K to $ 52K the following 6 years, the final payment is estimated at $ 47K. The annual maintenance site fee of $ 28K will be assessed starting in FY10.

FEM implementation schedule:

NWD	May – Jun 2001
LRD	Jul – Aug 2001
MVD	Sep – Oct 2001
SAD	Nov – Dec 2001
SWD	Jan 2002
NAD	Feb 2002
POD	Mar 2002
ERDC	Apr 2002
SPD	May 2002

SECTION 4 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 01 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 district. 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.

SECTION 4 COMMAND INSPECTIONS

USACE ORGANIZATIONAL INSPECTION PROGRAM

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

HQUSACE Command Staff Inspections (CSI) consist of three-day visits to USACE Divisions by the DCG and selected staff principals once in every 18-month cycle. Specific implementation guidance will be made available by the proponent. 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.

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

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**.

FY 01-03 Command Inspection Dates:

Dec 2001	NWD	Oct 2002	POD	Oct 2003	NWD
Feb 2001	MVD	Dec 2002	ERDC	Dec 2003	MVD
Apr 2001	NAD	Feb 2002	TAC	Feb 2003	NAD
Jun 2001	SAD	Apr 2002	HNC	Apr 2003	SAD
Aug 2001	SWD	Jun 2002	SPD	Jun 2003	SWD
		Aug 2002	LRD	Aug 2003	POD

SECTION 4 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* which support our strategic vision. Other meetings that involve 25 or more Department of 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.

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 (with ENFORCE)
* 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

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

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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 4 USACE MGT CONTROL PLAN

1. AR 11-2 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 00 - 04, and will be updated for the FY 01 - 05 time frame in December 2000.

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 that you consider appropriate will constitute the MCP for your MSC, Program Center, District, Laboratory, or FOA.

3. Management control evaluations may be conducted in one of two ways--management control checklists or existing management review processes. Most checklists and key management controls for the evaluation areas can be found at either the Army's new management controls website at http://www.asafm.army.mil/frame2.htm or the Corps' regulations website at http://www.usace.army.mil/inet/usace-docs/eng-regs/er.htm. Management review processes used by the Corps to evaluate key management controls include Command Inspections, Command Management Reviews, Command and Staff Assistance Visits, and scheduled audits/inspections.

4. Proponent for this process is CERM-P.

USACE Org	Army /USACE Function	Evaluation Areas	Related Reg	Checklists / Key Controls Published In:	Alternative Method	Evaluation Level		Evaluation Required					Last Evaluated
						HQ	MSC/Dist	FY00	FY01	FY02	FY03	FY04	
CI	Info Mgmt	Army Info Resources Management Program	AR 25-1	AR		X	M D			X			
CI	Info Mgmt **(99 MW)**	Y2K (Matl Weakness)	DOD/Army Plans	(issue resolved 2Q FY00)		X		X					FY99
CW	Civil Works	Regulatory Programs	33 CFR 320-330	8 Apr 99 CECW memo	CMR and Div Visits	X	M D		X		X		FY99
CW	Civil Works	Direct Program Development--Annual Prog / Budget Reg	EC 11-2-177	EC (page 11)		X	M D	X	X	X	X	X	FY99
CW	Civil Works	Engineering and Design	ER 1110-2-1150	ER (App H)		X	M D		X				FY98
CW	Civil Works	Emergency Management Activities	ER 11-1-320	ER (Apps F,G,H)		X	M D				X		FY98
CW/MP	Civil Works	Program and Project Management	ER 5-1-11	ER (App A)		X	M	X		X			FY98
CC	Legal	Claims Services	AR 27-20	AR		X	M D		X				
									*				
EO	EEO	EEO and Affirmative Action	AR 690-12	Cmd Insp Checklist	CMR and Staff Visits	X	M D	*	*	*	*	*	FY99
EO	EEO	EEO Discrimination Complaints	AR 690-600	Cmd Insp Checklist	CMR and Staff Visits	X	M D	*	*	*	*	*	FY99
EO	EEO	Nondiscrimination in Progs/Actvts Asst'd	AR 690-600	Cmd Insp Checklist	CMR and Staff Visits	X	M D	*	*	*	*	*	FY99
HR	Personnel (Military)	Personnel Accounting & Strength Reporting	AR 600-8-6	MILPER Memo 97-002		X	M D		X				FY98
HR	Personnel (Military)	Leaves and Passes	AR 600-8-10	MILPER Memo 97-001		X	M D	X	X	X	X	X	
HR	Personnel (Military)	Monitoring Active Duty Service Obligations	AR 350-100	AR		X	M D		X				
HR	Personnel (Military)	Special Duty Pay	AR 614-200	AR		X	M D			X			
HR	Personnel (Military)	Personnel Info -- Indebtedness Remission	AR 600-4	AR		X	M D				X		
IG	Inspection/Audits	Training	AR 20-1	App E - 13Jun96 SAIG-OP Memo		X						X	FY99
IG	Inspection/Audits	Inspections	AR 20-1	App E - 13Jun96 SAIG-OP Memo		X						X	FY99
IG	Inspection/Audits	Investigations	AR 20-1	App E - 13Jun96 SAIG-OP Memo		X						X	FY99
IG	Inspection/Audits	Assistance	AR 20-1	App E - 13Jun96 SAIG-OP Memo		X						X	FY99
IG	Inspection/Audits	Information Resources	AR 20-1	App E - 13Jun96 SAIG-OP Memo		X						X	FY99
IG	Inspection/Audits	Intelligence Oversight	AR 20-1	App E - 13Jun96 SAIG-OP Memo		X						X	FY99
IG	Inspection/Audits	Legal	AR 20-1	App E - 13Jun96 SAIG-OP Memo		X						X	FY99
LD	Supply	Supply Activities	AR 710-2	ER 700-1-1 (App B)		X	M D	X					FY98
LD	Transportation	Transportation Services	AR 55-355	EP 700-7-1 (App E)			M D	X					FY98
LD	Facilities	Facilities Support	AR 420-10	EP 700-7-1 (App D)		X	M D	X					FY95
LD	Maintenance	Maintenance Activities	AR 750-1	ER 750-1-1 (App F)		X	M D	X					FY98
LD	Logistics	Aviation Management	OMB Cir A-126	EP 700-7-1		X	M D				X		FY98
LD	Supply Mgmt **(99 MW)**	Property Authorizations (Matl Weakness)	ER 700-1-1	ER (App B)	PAT	X	M D	X					FY99
LD	Supply **(99 MW)**	Personal Property - CFO (Matl Weakness)	AR 710-2	ER 700-1-1 (App B)	CEFMS/APPMS/CSDP	X	M D	X					FY99
MP	Construction	Engineering and Design Quality Management	ER 1110-1-12	ER (Apps G,H,I,J)	Cmd Inspections *	X	M D	*	*	*	*	*	FY99
MP	Construction	Design and Construction Evaluation	ER 415-1-13	ER (Apps B,C)	Cmd Inspections *	X	M D	*	*	*	*	*	FY99
MP	Construction	Construction Quality Management	ER 1180-1-6		Cmd Inspections *	X	M D	*	*	*	*	*	FY99

*FY evaluation requirements are dependent on the command inspection schedules for MSCs/Dists—conduct evaluation in preparation for command visit.

USACE Org	Army/USACE Function	Evaluation Areas	Related Reg	Checklists / Key Controls Published In:	Alternative Method	Evaluation Level		Evaluation Required					Last Evaluated
						HQ	MSC/Dist	FY00	FY01	FY02	FY03	FY04	
PR	Procurement	Contracting	AFARS	AFARS (App DD)		X	M,D	X					FY95
RE	Real Estate	Real Property Acquisition-Leasing	AR 405-10	interim checklist		X	M,D			X			
RE	Real Estate	Homeowners Assistance Program	AR 405-16	4 Apr 95 memo		X	D				X		FY98
RE	Real Estate	Outgranting	AR 405-80	AR (App C)		X	M,D					X	FY99
RE	Real Estate	Disposal	AR 405-90	interim checklist		X	M,D		X				
RM	Construction	Construction Fiscal Management	ER 415-1-16	to be published	CMR / Cmd Inspections *	X	M,D	X	X	X	X	X	FY99
RM	USAAA CFO Audit	CFO Issues	ER 37-2-10	CERM-F (15 Nov 99)	DCG Mthly Assessments	X	M,D	X					FY99
RM	Accounting **(99 MW)**	Discrep in Official Accts w/Treasury (Matl Weakness)		USACE Checklist	Cmd Inspections *	X	M,D	*	*	*	*	*	FY99
RM	Accounting	Revolving Fund Operation	ER 37-2-10	ER (Ch 19, App A)	CMR / Cmd Inspections *	X	M,D	X	X	X	X	X	FY99
RM UEC	FM	General Accounting Activities	ER 37-2-10	DFAS-IN 37-1 (App H)	Cmd Inspections *	X	M,D	*	*	*	*	*	FY99
RM	FM	Management Controls	AR 11-2	AR	Cmd Inspections *	X	M,D	*	*	*	*	*	FY99
RM	FM	Budget Execution	AR 37-49/ER 37-1-24	SAFM-BUC (19 Jul 96); ER	RMRs / Cmd Inspections *	X	M,D	*	*	*	*	*	FY99
RM	Personnel	Manpower Management Activities	AR 570-4	SAMR-FMMR (13 Nov 98)		X	M,D		X				
RM	FM	Purchase Card Program	SAFM	APC Inst Manual (May 97)	Cmd Inspections *	X	M,D	*	*	*	*	*	FY99
RM		USACE Indirect Costing Policy	EC 37-2-261	CFO Checklists	CMR / Cmd Inspections *	X	M,D	*	*	*	*	*	
RM	FM	Army Travel Charge Card Program		SAFM Checklist	CMR	X	M,D	X	X	X	X	X	
RM UEC	FM	Travel Pay Activities		DFAS-IN 37-1 (App K)		X	TAC/POD		X		X		FY99
RM UEC	FM	Disbursing Activities		DFAS-IN 37-1 (App L)		X	TAC/POD		X		X		FY99
RM UEC	FM	Commerical Accounts Activities		DFAS-IN 37-1 (App I)		X	TAC/POD		X		X		FY99
RM	Program Mgmt	Army Civilian Inmate Labor Program	AR 210-35	AR (App D)		X	D	X	X	X	X		FY99
SO	Mgmt & Cmd	Management of Explosives Safety Program	AR 385-64	AR	Army Safety Prog Eval	X	M,D				X		
SO	Mgmt & Cmd	Chemical Agents	AR 385-61	AR	Army Safety Prog Eval	X	M,D				X		
SO	Personnel	Mgmt of Civilian Injury/Illness Program	AR 690-800-810	SAMR 13 Nov 96 Memo	Cmd Inspections *		M,D	*	*	*	*	*	FY99
SPO	Security	Physical Security Inspection Program	AR 190-13	DAMO Msg	Cmd Inspections *	X	M,D	*	*	*	*	*	FY99
SPO	Intelligence/Security	Counterintelligence Program	AR 381-20	AR	Cmd Inspections *	X		*	*	*	*	*	FY99
SPO	Intelligence **(99 MW)**	Info Systems Security (Mgmt Weakness)	AR 380-19	AR	Cmd Inspections *	X	M,D	*	*	*	*	*	FY99
SPO	Security	Anti-terrorism & Force Protect	AR 525-13	AR	Cmd Inspections *	X	M,D	*	*	*	*	*	FY99
SPO	Intelligence	Information Security	AR 380-5	AR	Cmd Inspections *	X	M,D	*	*	*	*	*	FY99

*FY evaluation requirements are dependent on the command inspection schedules for MSCs/Dists—conduct evaluation in preparation for command visit.

CHAPTER 3

EVALUATING RESULTS

STRATEGIC MANAGEMENT REVIEW (SMR).....Page 3-2

USACE COMMAND MANAGEMENT REVIEW .....Page 3-6

COMMAND MANAGEMENT REVIEW INDICATOR TABLES:

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

STRATEGIC MANAGEMENT REVIEW: A USACE CORPORATE MANAGEMENT SYSTEM

WHAT IS THE SMR?

The Strategic Management Review (SMR) is a management system being used by the senior leaders of USACE to influence future direction and measure its performance toward that direction. The SMR highlights those processes that are most critical for achieving the goals of the USACE Vision. It translates the Corps Plus strategy into a set of performance measures that provides the framework for a strategic measurement and management system.

WHAT ARE THE OBJECTIVES OF SMR?

In order to implement the USACE Vision and Corps Plus strategy, USACE developed a multidimensional performance measurement system to ensure a balance between financial and non-financial measures, short- and long-term objectives, lagging and leading indicators, and external and internal perspectives. The objectives of the SMR are to accomplish the following:

- Clarify and translate vision and strategy
- Gain consensus about strategy
- Communicate strategy throughout USACE
- Align Division and District goals to the strategy
- Link strategic objectives to long-term targets and annual budgets
- Identify and align strategic initiatives
- Perform periodic and systematic strategic reviews
- Enhance strategic feedback and learning to improve strategy

HOW IS THE SMR DIFFERENT FROM CMR?

The CMR is also structured around lagging, operational indicators; the SMR is built around goals to drive future performance (i.e., leading indicators). About 100 indicators are captured in the CMR; the SMR attempts to summarize and capture and monitor nine vital indicators of future performance.

The main part of the new SMR is its focus on leading measures of corporate or mission health and direction, and strategic measures aimed at keeping the Corps successfully headed in the right direction. The right direction is established in the corporate strategic plan and strategic goals. None of the SMR measures are specific to a particular division or program; rather they focus on answering strategic questions associated with achieving strategic goals. While in many instances the SMR measure can be peeled back to evaluate specific division or program influence on the corporate measure, the ultimate focus of each SMR measure is to evaluate corporate performance above the program level.

The existing CMR indicators have NOT been eliminated. Rather, we believe these CMR indicators will evolve to align and support SMR measures. We anticipate that the indicators for the district, division and program levels will be improved versions of the traditional ones we have now.

WHERE DID THE SMR COME FROM?

The USACE SMR is based on the balanced scorecard (BSC) concept developed in the 1990s by Robert Kaplan and David Norton. The BSC retains traditional financial measures, but balances them with three other perspectives – Customer, Business Process, and Learning and Growth.

- Financial Perspective. In the private sector, this perspective focuses on bottom lines base on financial information (e.g., return on investment, profit, loss, growth, etc.).
- Customer Perspective. This perspective recognizes the increased realization and importance of customer focus and satisfaction. This is a leading indicator. Poor performance is an indicator of future decline.
- Business Process Perspective. This perspective refers to internal business processes. Metrics based on this perspective allow managers to know how well their business in running, and whether its products and services support customer requirements (the mission). Two types of processes may be identified: mission-oriented processes and support processes.
- Learning and Growth Perspective. This perspective includes employee training and corporate cultural attitudes related to both individual and corporate self-improvement. In a knowledge-worker organization, people are the main resource.

HOW IS BSC APPLIED IN THE SMR?

USACE has applied the BSC approach by modifying the financial perspective to a mission perspective. Our motivation as a government organization, is not like those in private industry. Our focus is on successful mission accomplishment. Thus, we have adjusted our focus to be the public purpose. Measures of success include financial dimensions more appropriate to a public sector organization. The customer perspective is called Customer/Client; business process perspective is called Business Practices; and the innovation and learning perspective is called Capability and Innovation.

WHAT STRATEGIC QUESTIONS AND MEASURES ARE ADDRESSED IN THE SMR?

The initial deployment of the SMR using the balanced scorecard contains nine measures. The measures address specific strategic questions described below:

SMR Balanced Scorecard

9 Strategic Measures

Mission	Client/Customer
M-1: Corporate Program M-2: Strategic Client Relationship	CC-1: Strategic Client Positioning CC-2: Client/Customer Satisfaction
Business Practices	**Capability & Innovation**
B-1: Business Efficiency Indicator	CI-1: Leadership Capabilities and Effectiveness CI-2: Workforce Capabilities CI-3: Command Climate CI-4: Strategic Research and Technology Support

Mission.

- M-1: What are we doing to strengthen our missions and programs to meet the needs of the Army and the Nation?
- M-2: How well are we fulfilling our role in providing engineering, environmental, real estate, and policy services to Army, DoD and Nation?

Customer/Client

- CC-1. Who are our strategic clients and what have we done to strengthen our position with these clients?
- CC-2. How well are we satisfying our clients, customers, and stakeholders?

Business Processes.

- B-1. What are we doing to improve the delivery of our products and services to our customers and clients?

Capability and Innovation.

- CI-1. What are we doing to ensure we have the leadership capability needed to execute current and future missions?
- CI-2. Do we have the critical capabilities needed to perform our missions?
- CI-3. What are we doing to strengthen our work environment?
- CI-4. How effectively are we using R&D to meet USACE strategic objectives?

Specific corporate goals, metrics, and supporting data and sources are being developed for each of these nine measures. More specific details can be found at the USACE SMR web page at: http://www.usace.army.mil/sbsp/cmr/.

WHAT IS THE STATUS OF SMR?

The SMR was developed under the auspices of the Strategic Management Board (SMB). Once designed, the SMR has been nurtured within the office of the Deputy Chief of Staff for Resource Management (DCSRM). For the near term, the SMB will continue to have an advocacy roll in the development and maturation of the SMR until the new Business Development Division is operational. In July 2000, the Business Development Division should assume the principal role in performing the corporate review and independently evaluating the SMR performance measures.

As of May 2000, three SMR sessions have been conducted. Each SMR session begins with the corporate program measure (Corporate Program, M-1) and then focuses on a subset of the nine indicators. The format for these sessions has settled into a rotation among the measures focused on a different set of customers (Strategic Client Relationship, M-2, and Strategic Client Positioning, CC-1), such as our Military or Civil Works customers. Other SMR measures are brought into the discussion as appropriate.

WHAT IS THE FUTURE FOR SMR?

The SMR is being deployed as a new management system, not just to develop a new set of measures. The distinction between a measurement and management system is subtle but crucial. The measurement system is only a means to achieve an even more important goal – a strategic management system that helps senior leaders implement and gain feedback about their strategy. Senior leaders can mobilize the power of the measurement framework of the SMR to create long-term organizational change.

The implementation of the SMR is a dynamic, living process. Realistically, some measures at first may have to be adjusted. The SMB plans to revisit the measures and targets after enough data are collected to determine their relevance and effectiveness. As results come in from the SMR system, they may influence USACE strategy. As senior management revises the strategy, they may need a revised set of measures. This iterative process is intentional and is one of the strengths of the SMR system.

An underlying concept of the SMR is that the Corps will corporately conduct a multi-tiered management review process. The tiers would consist of district, division, program and corporate levels. Structured correctly, each of these tiers would support the one above it, and all would be complementary and assist in directing us toward corporate objectives. It is envisioned that MSCs will conduct their own SMR based on the same perspectives, but using regional measures and goals they have determined appropriate for their program and region. It is also envisioned that command visits will be redesigned to incorporate an SMR component as well.

USACE COMMAND MANAGEMENT REVIEW

GENERAL

The Command Management Review (CMR) is a quarterly review and analysis used by senior leaders of USACE to access the operational condition of the Corps. In FY 01, there are 95 CMR performance indicators, versus 92 in FY 00. The following 12 tables contain each HQUSACE directorate performance measurements for FY 01, to include the functional area, proponent, indicator and evaluation visibility level, source of data, definition, calculation, rating criteria, and governing regulation or law. Each quarter, approximately 20-25 performance measurements are selected for presentation at the CMR. These charts are placed on the DCSRM homepage at least a week prior to the scheduled CMR.

CHANGES IN FY 01

1. Table 3 - Real Estate (Chart RE02). Measures high priority recruiting facilities leasing action delivery dates compared against the service Recruiting Command's requested Beneficial Occupancy Dates.

2. Table 5 - Resource Management (Charts RM04-RM11, RM14, RM15). Performance indicators for the Cost of Doing Business measurements are adjusted for all Total Labor Multipliers and the General and Administrative (G&A) overhead rates.

3. Table 7 - Equal Employment Opportunity (Chart EO02). Rating criteria for informal case resolutions are adjusted.

4. Table 8 - Corporate Information (Added New Charts CI01-02, Deleted CI01-Y2K). The Y2K compliance chart is replaced by performance indicators for information assurance, vulnerability alerts, and common environment specifications.

5. Table 9 - Logistics (Chart LD04). The performance indicator and rating criteria are adjusted to better measure the cost of admin space utilization.

6. Table 11 - Small Business Office (Charts SB01, SB03, SB05, SB06, SB09, SB11, SB14, added Charts SB19-20). While the statutory goals for Small Business indicators are unchanged, the rating criteria increases for USACE goals. Two new charts are included for contracts awarded to service-disabled veteran owned small businesses.

MILITARY PROGRAMS

Indicator Funds Type Groups Proponent	Indicator and Evaluation Visibility Level Source of Data (SOD)	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
DEVELOPMENT, MANAGEMENT, AND EXECUTION OF PROGRAMS				
MP-01 **PROJECT DEFINITION (PD)** TYPE FUNDS 10 *CEMP-MA*	DATA AGGREGATED BY MSC. SOD: PROJECT MANAGEMENT INFORMATION SYSTEM (PROMIS). VISIBILITY: MSC; REPORTED QUARTERLY	PD IS DEFINED AS DEVELOPMENT OF THE PARAMETRIC ESTIMATE FOR THE MILITARY CONSTRUCTION, ARMY (MCA) PROGRAM. PD IS DEVELOPED IN THE DESIGN YEAR [PROGRAM YEAR (PY) PLUS 2] AND IS A MEASURE OF HOW THE CORPS IS BEING POSITIONED FOR PY EXECUTION.	NUMERATOR: THE NUMBER OF PY 02 PROJECTS WITH AN ACTUAL PROJECT DEFINITION DATE THROUGH THE END OF THE RATING QUARTER. DENOMINATOR: THE NUMBER OF PY 02 PROJECTS RELEASED FOR DESIGN THAT ARE NOT DEFERRED, CANCELED OR PLACED ON HOLD BY THE PROGRAMMING COMMAND.	RATING CRITERIA: GREEN: 100% BY 1 JUL RED: ANYTHING LESS THAN 100%. GOVERNING REGULATION OR LAW: AR 415-15
MP-02 **READY-TO-ADVERTISE (RTA)** Type Funds Army (10, 40, 42, 0C, 12) Air Force (0D, 20,21,23,26,27, 1B) DoD (53, 39, 41, 48, 43, 46, 4S, 4B, 16, 1K, 54, 56, 57, 58, 69, 51, 5S, 30, 32, 66, & 3Q) *CEMP-MA* *CEMP-MF* *CEMP-MD*	DATA AGGREGATED BY MSC. SOD: PROMIS VISIBILITY: MSC; REPORTED QUARTERLY	RTA IS DEFINED AS COMPLETING ALL NECESSARY STEPS TO ADVERTISE A PROJECT FOR AWARD OF THE CONSTRUCTION CONTRACT. IT IS A MEASURE OF HOW THE CORPS IS BEING POSITIONED FOR PROGRAM YEAR (PY) EXECUTION. THE GOAL IS TO HAVE 50% OF THE PROGRAM RTA BY 30 SEP 00. INTERIM GOALS ARE ESTABLISHED FOR QUARTERS 1, 2, AND 3.	NUMERATOR: THE NUMBER OF PY 01 PROJECTS WITH AN ACTUAL RTA THROUGH THE END OF THE RATING QUARTER. DENOMINATOR: THE NUMBER OF PY 01 PROJECTS SCHEDULED FOR RTA THROUGH THE END OF THE QUARTER THAT ARE NOT DEFERRED, CANCELLED OR PLACED ON HOLD BY THE PROGRAMMING COMMAND	RATING CRITERIA: GREEN: ACTUAL $\geq$ 50% OF GOAL AMBER: ACTUAL 40-49% OF GOAL RED: ACTUAL<40%OF GOAL GOVERNING REGULATION OR LAW: NONE

MILITARY PROGRAMS

Indicator Funds Type Groups Proponent	Indicator and Evaluation Visibility Level Source of Data (SOD)	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
MP-03 **PROJECT EXECUTION:** Type Funds Army (10, 40, 42, 0C, 12, 4A) Air Force (0D, 20,21,23,26,27, 1B) DoD (53, 39, 41, 48, 43, 46, 4S, 4B, 16, 1K, 54, 56, 57, 58, 69, 51, 5S, 30, 32, 66, 70, 3Q & , and Type Funds beginning with "W") *CEMP-MA* *CEMP-MF* *CEMP-MD*	DATA AGGREGATED BY MSC. SOD: PROMIS VISIBILITY: MSC; REPORTED QUARTERLY	A MEASURE OF THE MSC AWARDING ITS CUMULATIVE CURRENT AND PRIOR YEAR UNAWARDED CONSTRUCTION PROJECTS	NUMERATOR: THE NUMBER OF PY 00 AND PRIOR YEAR UNAWARDED PROJECTS ACTUALLY AWARDED THROUGH THE END OF THE RATING QUARTER. DENOMINATOR: THE NUMBER OF PROJECTS FORECAST FOR AWARD THROUGH THE END OF THE RATING QUARTER THAT ARE NOT DEFERRED, CANCELED OR PLACED ON HOLD BY THE PROGRAMMING COMMAND. THE FORECAST IS BASED ON THE APPROVED HQUSACE LOCK-IN ESTABLISHED PRIOR TO THE END OF THE 1ST QUARTER. AWARD OF MORE THAN 50% OF THE PROJECT WILL CONSTITUTE 100% PROJECT CREDIT.	RATING CRITERIA: GREEN: ACTUAL $\geq$ 90% OF GOAL AMBER: ACTUAL 80-90% OF GOAL RED: ACTUAL <80%OF GOAL GOVERNING REGULATION OR LAW: NONE
MP-04 **CONGRESSIONAL ADDS PROJECT EXECUTION** TYPE FUNDS 20, 21, 10, 40, 42 & 12 *CEMP-MA*	DATA AGGREGATED BY MSC. SOD: PROMIS VISIBILITY: MSC; REPORTED QUARTERLY	A MEASURE OF THE MSC AWARDING ITS CONGRESSIONAL ADDS AND LINE ITEM VETO OVERRIDES FOR THE PY.	NUMERATOR: THE NUMBER OF CONGRESSIONAL ADDS AWARDED THROUGH THE END OF THE RATING QUARTER. DENOMINATOR: THE NUMBER OF CONGRESSIONAL ADDS FORECAST FOR AWARD THROUGH THE END OF THE RATING QUARTER THAT ARE NOT DEFERRED, CANCELLED OR PLACED ON HOLD BY THE PROGRAMMING COMMAND.	RATING CRITERIA: GREEN: ACTUAL $\geq$ 90% OF GOAL AMBER: 80-90% OF GOAL RED: <80%OF GOAL GOVERNING REGULATION OR LAW: NONE

MILITARY PROGRAMS

Indicator Funds Type Groups Proponent	Indicator and Evaluation Visibility Level Source of Data (SOD)	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
MP-05 **DESIGN COST MANAGEMENT** FUND TYPE GROUPS: 1A, 1B, 1D, 1E, 1F, 1H, 2A, 2B, 2D, 2E, 2F, 3A, 5C, 6C, 7A, 7B, 7C, & 7E *CEMP-EE*	DESIGN COST MANAGEMENT IS EVALUATED BY COMPARING ACTUAL DESIGN COSTS MINUS LOST EFFORT TO TARGET DESIGN COSTS SOD: PROMIS VISIBILITY: MSC; REPORTED QUARTERLY	MEASURES ACTUAL DESIGN COST (LESS LOST DESIGN) OF PROJECTS AWARDED TO CONSTRUCTION AGAINST TARGET DESIGN COSTS. THE TARGET COSTS ARE DERIVED FROM A DESIGN COST TARGET CURVE WHICH IS BASED ON AN ANALYSIS OF HISTORICAL DESIGN COSTS. ONLY INCLUDES PROJECTS DESIGNED BY AE OR IN-HOUSE.	Actual Cost = Total Design Cost - Lost Design / Total Program Amount x 100 Target Cost = Total Target Costs / Total Program Amount x 100	RATING CRITERIA: GREEN: ACTUAL COST ≤ TARGET COST AMBER: ACTUAL COST NO MORE THAN 5% OVER TARGET COST. RED: ACTULA COST MORE THAN 5% OVER TARGET COST. GOVERNING REGULATION OR LAW: DESIGN COST TARGET CURVE ESTABLISHED BY CEMP-ES MEMORANDUM. "PLANNING & DESIGN RATE TARGETS FOR MILITARY CONSTRUCTION PROJECTS," DATED 1 DEC 94.
MP-06 **IN-HOUSE DESIGN PERCENTAGE** FUND TYPE GROUPS: ALL MILITARY FUND TYPE GROUPS EXCEPT GROUPS 8A, 8B, 8C, 9C & 9D *CEMP-EE*	MEASURES THE AMOUNT OF THE MILITARY WORKLOAD BEING DONE BY IN-HOUSE RESOURCES SOD: PROMIS VISIBILITY: MSC; REPORTED QUARTERLY	IN-HOUSE DESIGN WORKLOAD IS MEASURED OVER A FIVE YEAR PERIOD (CURRENT FY ± 2 YEARS) TO ACCOUNT FOR FLUCTUATIONS IN PROGRAM SIZE AND PROJECT MIX. NOTE THAT ENVIRONMENTAL PROJECTS WILL NOW BE INCLUDED SINCE THE INFORMATION WILL BE AVAILABLE IN PROMIS. INCLUDES ALL PROJECTS EXCEPT THOSE WITH AN AUTHORIZED PHASE CODE OF '0'-NO DESIGN AUTHORITY, '5'-DEFERRED FROM PROGRAM, AND '8'- PROJECT CANCELLED. THE GOAL IS TO DESIGN 25% OF THE MILITARY WORKLOAD IN-HOUSE.	NUMERATOR: THE TOTAL PROGRAM AMOUNT (PA) OF PROJECTS REPORTED AS BEING DESIGNED IN-HOUSE (DESIGN BY CODE IS 'HL'). DENOMINATOR: THE TOTAL PA OF ALL PROJECTS UNDER DESIGN.	RATING CRITERIA: GREEN: IN-HOUSE DESIGN PERCENTAGE ≤ 25% AMBER: 25% < IN-HOUSE PERCENTAGE ≤ 30% RED: IN-HOUSE PERCENTAGE > 30% GOVERNING REGULATION OR LAW: ER 1110-345-100, "DESIGN POLICY FOR MILITARY CONSTRUCTION"

MILITARY PROGRAMS

Indicator Funds Type Groups Proponent	Indicator and Evaluation Visibility Level Source of Data (SOD)	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
MP-07 **BENEFICIAL OCCUPANCY DATE (BOD) TIME GROWTH** FUND TYPE GROUPS: 1-ARMY DIRECT, 2-AIR FORCE DIRECT, 3-DOD DIRECT, & 7-DOD REIMB *CEMP-EE*	CONSTRUCTION TIME GROWTH EVALUATED AS THE DIFFERENCE BETWEEN THE BASELINE BOD AND ACTUAL BOD SOD: RESIDENT MANAGEMENT SYSTEM (RMS) & PROMIS VISIBILITY: MSC; REPORTED QUARTERLY	THE BASELINE BOD IS THE OCCUPANCY DATE AGREED TO BY THE CUSTOMER PRIOR TO ISSUING THE NOTICE TO PROCEED (NTP) TO THE CONTRACTOR. INCLUDES PROJECTS WITH A CONTRACT VALUE GREATER THAN $200K WITH A DURATION GREATER THAN 183 DAYS, AND WITH A BOD ACTUAL FALLING WITHIN THE MEASUREMENT PERIOD	NUMERATOR: CUMULATIVE TIME (IN DAYS) BETWEEN THE BASELINE BOD AND ACTUAL BOD DENOMINATOR: CUMULATIVE DAYS BETWEEN NTP AND BOD ACTUAL. NEGATIVE TIME GROWTH IS CALCULATED AS 0%.	RATING CRITERIA: GREEN: BOD GROWTH $\leq$ 20% AMBER: BOD GROWTH > 20% BUT < 25% RED: BOD GROWYH > 25% GOVERNING REGULATION OR LAW: NONE
MP-08 **CONSTRUCTION COST GROWTH** FUND TYPE GROUPS: SAME AS FOR INDICATOR MP-07 *CEMP-EE*	CONSTRUCTION COST GROWTH EVALUATED BY CONTROLLABLE AND UNCONTROLLABLE COSTS OF MODIFICATIONS. SOD: RMS & PROMIS VISIBILITY: MSC; REPORTED QUARTERLY	TOTAL CONSTRUCTION COST GROWTH FOR A PROJECT IS MADE UP OF TWO ELEMENTS: CONTROLLABLE COST GROWTH (ENGINEERING CHANGES, DIFFERING SITE CONDITIONS, VARIATIONS IN ESTIMATED QUANTITIES, VE CHANGES, AND GOVT. FURNISHED EQUIPMENT CHANGES) AND UNCONTROLLABLE COST GROWTH (USER CHANGES, INACCURATE PRICING/TAXES/USE & POSSESSION/DEFECTIVE WORK, WEATHER, ADMINISTRATIVE CHANGES, AND WORK SUSPENSION). . INCLUDES PROJECTS WITH A CONTRACT VALUE GREATER THAN $200K WITH A DURATION GREATER THAN 183 DAYS, AND WITH A BOD ACTUAL FALLING WITHIN THE MEASUREMENT PERIOD.	NUMERATOR: THE SUMMATION OF THE ESTIMATED DOLLAR COST INCREASE/DECREASE OF ALL MODIFICATIONS DENOMINATOR: THE CONSTRUCTION CONTRACT AWARD AMOUNT PLUS MODIFICATIONS WITH REASON CODE 5 (PRE-NEGOTIATED CONTRACT OPTIONS. NUMERATOR FOR CONTROLLABLE COST GROWTH: SUMMATION OF THE ESTIMATED DOLLAR COST INCREASE/DECREASE OF ALL MODIFICATIONS WITH REASON CODE 1, 7, 8, G, & Q.	RATING CRITERIA: GREEN: TOTAL COST GROWTH $\leq$ 5% AMBER: TOTAL COST GROWTH = 5.1 – 5.5% RED: TOTAL COST GROWTH > 5.5% GOVERNING REGULATION OR LAW: NONE

MILITARY PROGRAMS

Indicator **Funds Type Groups** **Proponent**	**Indicator and Evaluation Visibility Level** **Source of Data (SOD)**	**Definition**	**Calculation(s)**	**Rating Criteria** **Governing Regulation or Law**
MP-9 **ENVIRONMENTAL OBLIGATIONS** **FUND TYPE GROUPS 4 & H** *CEMP-RA*	QUARTERLY GOAL FOR PROGRAMS IDENTIFIED IN CHAPTER 3, SECTION 1, GPs 4 & H. SOD: ICAR/CEFMS VISIBILITY: MSC; REPORTED QUARTERLY.	MSCs' OBLIGATION OF CURRENT FY ENVIRONMENTAL FUNDS	OLIGATION (EXECUTION), EXCEPT HQUSACE, MEASURED AGAINST THE ESTABLISHED QUARTERLY GOAL.	RATING CRITERIA: GREEN: ≤ 90% OF GOAL AMBER: ACTUAL 80-89% OF GOAL RED: ACTUAL LES THAN 80% OF GOAL
CUSTOMER SATISFACTION				
MP-10 **CUSTOMER SATISFACTION** **ALL MILITARY FUND TYPE GROUPS** FUND TYPE GROUPS: ALL MILITARY FUND TYPE GROUPS *CEMP-MP*	INDICATOR: NOT APPLICABLE SOD – CUSTOMER RESPONSES TO CEMP CUSTOMER SURVEY AND MSC ACTIONS VISIBILITY: MSC; REPORTED AT END OF 4TH QUARTER ONLY	*PART I.* THE CORPORATE VIEW OF MILITARY CUSTOMER SATISFACTION SURVEY RESULTS. THE CMR PRESENTATION WILL CONSIST OF A SERIES OF SLIDES DEPICTING A SUMMARY REPORT OF SURVEY RESULTS AND ISSUES WHICH THE DIRECTOR DEEMS APPROPRIATE FOR DISCUSSION. FOCUS WILL BE ON KEY STRATEGIC ISSUES AS PRESENTED IN THE VISION AND STRATEGIES. *PART II.* THE MSC SUMMARY OF RESPONSES TO SURVEY RESULTS. THE BRIEFING FORMAT WILL BE LEFT TO THE DISCRETION OF THE MSC COMMANDER BUT WILL INCLUDE OPPORTUNITIES AND ACTIONS UNDERWAY AND/OR COMPLETED TO ENHANCE CUSTOMER SATISFACTION. FOCUS WILL BE ON KEY ISSUES AND SPECIFIC ACTIONS BEING TAKEN AS A RESULT OF THE CUSTOMER RESPONSES.		NOT APPLICABLE

CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
PROGRAMS				
CW-01 PROGRAMMING, BUDGETING AND EXECUTING CIVIL WORKS **TOTAL DIRECT PROGRAM** CECW-BD COOK/761-8576	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%. SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8) VISIBILITY: MSCs	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100%WITH A DEVIATION OF -2%	ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE AND COMPARED TO EXPENDITURE **GOAL OF 100%** WITH A DEVIATION OF -2%	GREEN: ≥ 98% AMBER: ≥ 95% - 98% RED: < 95%
CW-02 PROGRAMMING, BUDGETING AND EXECUTING **GENERAL INVESTIGATIONS** TOTAL PROGRAM CECW-BD COOK/761-8576	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%. SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8) VISIBILITY: MSCs	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100%WITH A DEVIATION OF -2%	ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE AND COMPARED TO EXPENDITURE **GOAL OF 100%** WITH A DEVIATION OF -2%	GREEN: ≥ 98% AMBER: ≥ 95% - 98% RED: < 95%
CW-03 PROGRAMMING, BUDGETING AND EXECUTING **CONSTRUCTION, GENERAL** TOTAL PROGRAM CECW-BD COOK/761-8576	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%. SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8) VISIBILITY: MSCs	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100%WITH A DEVIATION OF -2%	ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE AND COMPARED TO EXPENDITURE **GOAL OF 100%** WITH A DEVIATION OF -2%	GREEN: ≥ 98% AMBER: ≥ 95% - 98% RED: < 95%

CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
CW-04 PROGRAMMING, BUDGETING AND EXECUTING **OPERATION AND MAINTENANCE, GENERAL** TOTAL PROGRAM CECW-BD COOK/761-8576	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%. (R SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT CS CECW-B-8) VISIBILITY: MSCs	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100%WITH A DEVIATION OF -2%	ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE AND COMPARED TO EXPENDITURE **GOAL OF 100%** WITH A DEVIATION OF -2%	GREEN: ≥ 98% AMBER: ≥ 95% - 98% RED: < 95%
CW-05 PROGRAMMING, BUDGETING AND EXECUTING **MR&T** **TOTAL PROGRAM** CECW-BD COOK/761-8576	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%. SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8) VISIBILITY: MSCs	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100%WITH A DEVIATION OF -2%	ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE AND COMPARED TO EXPENDITURE **GOAL OF 100%** WITH A DEVIATION OF -2%	GREEN: ≥ 98% AMBER: ≥ 95% - 98% RED: < 95%
CW-06 **CONGRESSIONAL INTENT** CECW-BD COOK/761-8576	EXECUTION OF CONGRESSIONAL ADDS EVALUATED BY PROJECT STARTS WITHIN THE SAME APPROPRIATION YEAR **INCLUDED ARE STUDIES AND PROJECTS IN GI, CG, INCLUDING CAP, O&M, AND MR&T APPROPRIATIONS. CAP PROJECTS WILL BE DISPLAYED SEPARATELY.** SOD: CECW-BA SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)	CONGRESSIONAL ADDS ARE THOSE NEW UNBUDGETED PROJECTS ADDED IN THE LEGISLATION & APPROVED FOR EXECUTION. DO NOT INCLUDE CONTINUING PROJECTS OR THOSE ADDED IN PRIOR YEARS UNDER SAME APPROPRIATION. **STARTED EQUALS THOSE STUDIES OR PROJECTS WHICH HAVE INCURRED OBLIGATIONS.**	% STARTED = **ADDS (STARTED)** **DIVIDED BY** **SCHEDULED NEW START CONGRESSIONAL ADDS**	GREEN: 100% SCHEDULED AND STARTED WITHIN THE YEAR ADDED. AMBER: ≥ 90% - 99% RED: < 90%

CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
PLANNING				
CW-07 GENERAL INVESTIGATIONS (GI) STUDIES **(RECONS)** CECW-PM SMITH/761-1976	RECONNAISSANCE REPORTS EVALUATED BY COMPLETIONS ON SCHEDULE AND WITHIN TIME LIMITS (12-18 MONTHS FOR REGULAR AND 6-9 MONTHS FOR EXPEDITED REPORTS) SOD: REPORTED COMPLETIONS IN GI DATABASE AND STUDY SCHEDULES CONTAINED IN FY 98 JUSTIFICATIONS VISIBILITY: MSCs	A RECON REPORT IS COMPLETE WHEN THE DISTRICT SIGNS THE REPORT OR 905B ANALYSIS TO THE DIVISION FOR REVIEW OR WHEN THE STUDY IS TERMINATED	% COMPLETE = RECONNAISSANCE STUDY REPORTS COMPLETED DIVIDED BY REPORTS SCHEDULED	GREEN: > or = 90% SCHEDULED REPORTS ARE COMPLETED. AMBER: 80-89% SCHEDULED REPORTS ARE COMPLETED OR <80%, BUT PROJECT >OR= 80%. RED: < 80% OF SCHEDULED REPORTS ARE COMPLETED AND PROJECT < 80%.
CW-08 GENERAL INVESTIGATIONS (GI) STUDIES **(FEASIBILITIES)** CECW-PM SMITH/761-1976	FEASIBILITY STUDY COMPLETIONS EVALUATED BY COMPLETIONS ON SCHEDULE; AVG TIME TO COMPLETE TRACKED VS. REGULATORY GUIDANCE (48 MONTHS) SOD: REPORTED COMPLETIONS IN GI DATABASE AND STUDY SCHEDULES IN FY 98 JUSTIFICATIONS VISIBILITY: MSCs	A STUDY IS CONSIDERED COMPLETE WHEN THE DIVISION ENGINEER'S REPORT IS ISSUED OR WHEN THE STUDY IS TERMINATED	% COMPLETE = FEASIBILITY REPORTS COMPLETED DIVIDED BY REPORTS COMPLETED	GREEN: > or = 90% SCHEDULED REPORTS ARE COMPLETED. AMBER: 80-89% SCHEDULED REPORTS ARE COMPLETED OR <80%, BUT PROJECT >OR= 80%. RED: < 80% OF SCHEDULED REPORTS ARE COMPLETED AND PROJECT < 80%.
CW-09 **CONTINUING AUTHORITIES PROGRAM** CECW-PM SMITH/761-1976	CAP CONSTRUCTION STARTS EVALUATED BY NUMBER OF STARTS MADE FOR PROJECTS WITH BASELINE AWARDS SCHEDULED. SOD: CAP DATABASE VISIBILITY: MSCs	A PROJECT IS CONSIDERED STARTED ON THE DATE OF THE INITIAL FUNDING FOR CONSTRUCTION. DECOMMITTED PROJECTS ARE REMOVED FROM SCHEDULE.	% STARTED = # STARTED (end of quarter) DIVIDED BY # SCHEDULED (end of quarter)	GREEN: > or = 90% SCHEDULED REPORTS ARE COMPLETED. AMBER: 80-89% SCHEDULED REPORTS ARE COMPLETED OR <80%, BUT PROJECT >OR= 80%. RED: < 80% OF SCHEDULED REPORTS ARE COMPLETED AND PROJECT < 80%.

CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
ENGINEERING				
CW-10 **DESIGN COMPLETIONS** CECW-EP BICKLEY/X8892	DESIGN COMPLETIONS WITH ESTIMATED CONSTRUCTION COSTS (ECC) OVER $1M (CG & MR&T) EVALUATED BY ACTUAL COMPLETIONS VS. SCHEDULED. SOD: MSC QTRLY REPORT. VISIBILITY: MSCs	DESIGN COMPLETION FOR CONSTRUCTION GENERAL (CG) AND MISSISSIPPI RIVER AND TRIBUTARIES (MR&T) CONSTRUCTION CONTRACTS OVER $1 MILLION.	% OF DESIGNS COMPLETED = # DESIGNS COMPLETED DIVIDED BY * 100 # DESIGNS SCHEDULED	GREEN: ≥ 90% AMBER: ≥ 80% AND ≤ 89% RED: < 80%
CW-11 **AWARD OF CONSTRUCTION CONTRACTS** CECW-EP BICKLEY/761-8892	CONSTRUCTION CONTRACT AWARDS WITH ECC OVER $1M (CG & MRT) EVALUATED BY ACTUAL AWARDS VS. SCHEDULED SOD: PRISM (PB-2A REPORT)AND MSC QTRLY REPORT. VISIBILITY: MSCs	AWARD OF CONSTRUCTION GENERAL (CG) & MR&T CONSTRUCTION CONTRACTS OVER $1MILLION.	% OF CONTRACTS AWARDED = # CONTRACTS AWARDED DIVIDED BY * 100 # SCHEDULED AWARDS	GREEN: ≥ 90% AMBER: ≥ 80% AND ≤ 89% RED: < 80%
POLICY				
CW-12 **PROJECT COOPERATION AGREEMENTS** CECW-AR SCOTT/ 202-761-1792	PROJECT COOPERATION AGREEMENTS (PCAs) EVALUATED BY ACTUAL VS SCHEDULED SOD: MSC SCHEDULES AND EXECUTED PCA DATA FROM CECW-AR VISIBILITY: MSCs	PROJECT COOPERATION AGREEMENTS EXECUTED AS A PERCENTAGE OF PCAs SCHEDULED FOR EXECUTION BY THE MSCs	% EXECUTED # PCAs EXECUTED DIVIDED BY # PCAs SCHEDULED	GREEN: ≥ 90% AMBER: ≥ 80% AND ≤ 89% RED: < 80%

REAL ESTATE

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation (s)	Rating Criteria & Governing Regulation or Law
Acquisition				
RE01 Reserves= Leasing Program CERE-AM Smith 202-761-1706	Reserve facilities leasing actions evaluated as a percentage of actual lease renewals compared to scheduled leasing actions. SOD: RFMIS. VISIBILITY: Districts	Renewals of existing leases for Army Reserve facilities.	Reserve Facilities Leases =Actual Renewals X 100% Planned Renewals	Rating Criteria: GREEN: >95% completion AMBER: ≥ 89% and ≤ 95% completion. RED: < 89% completion.
RE02 Recruiting Facilities Program CERE-AM Chapman 202-761-8983	High priority recruiting facilities leasing action delivery dates compared against the service recruiting commands' requested Beneficial Occupancy Dates. SOD: RFMIS VISIBILITY: Districts	Providing all Recruiting Facility High Priority Actions on the date requested by the Service Recruiting Command.	Each high priority recruiting facility lease possible score: BOD –30 to +2 days = 4, BOD +3 to +9 days = 3 BOD +10 to +19 days = 2 BOD ≥20 days = 1 Rating: total score / possible score	Rating Criteria: GREEN: ≥75 (-30 to +9 days variance) AMBER: ≥50% to 74.99% (+10 to + 19 days) RED: ≤49.99% (≥ 20 days variance)
Management & Disposal				
RE03 Out Grants: Agriculture & Grazing (AG) Leases Program CERE-MC Waldman 202-761-17455	A&G actions evaluated as a percentage of the benefits (which include offsets & cash revenue) actually provided to the government compared to expected benefits. SOD: REMIS VISIBILITY: Districts	Record of cumulative dollar Value of offsets plus & cash receipts provided to the government by the lessee for agriculture & grazing.	Program Execution = Dollars Recorded X 100% Planned	Rating Criteria: GREEN: deviation from schedule <89 %. AMBER: deviation from schedule between 75 and 89 %. RED: deviation from schedule >75%.

REAL ESTATE

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation (s)	Rating Criteria & Governing Regulation or Law
RE04 Encroachments Resolution Program CERE-MC McConnell 202-761-7034	Encroachment actions evaluated as a percentage resolved compared to those projected for resolution. SOD: REMIS VISIBILITY: Districts	The cumulative number of encroachments scheduled for resolution in the FY.	Program Execution = Actual Resolved / Projected X 100 %	Rating Criteria GREEN: > 89%. AMBER: >75 to 89%. RED: < 75%
Homeowners Assistance				
RE05 Private Sale Benefits Payment CERE-R Silver 202-761-4437	Private sale benefits evaluated by the percentage of homes on which benefits have been paid within 85 days compared to the total number of homes on which private sale benefits have been paid. SOD: HAPMIS VISIBILITY: Districts with HAP.	Benefits are paid to individuals who sell their homes to another individual at a loss. Then they apply to the government to recoup some of their loss.	Private Sale Benefits Paid = #Apps Pd in 85 Days / #Of All Apps Paid	Rating Criteria: GREEN: >89% Paid in 85 days. AMBER: >75 to 89%. RED: <75% paid in 85 days.
RE06 Government Acquisition Benefits Payment CERE-R Silver 202-761-4437	Government acquisition benefits evaluated by the percentage of applicants whose homes were purchased by the government. SOD: HAPMIS VISIBILITY: Districts With HAP.	Government acquisition occurs when the government purchases a home from an applicant who was unable to effect a private sale.	Government Acquisition Benefits = #Homes Acq in 125 Days / # Of All Acq. Homes	Rating Criteria: GREEN: >89% paid in 125 days. AMBER: >75 to 89%. Paid in 125 days RED: <75% paid in 125 days.

RESEARCH AND DEVELOPMENT

Functional Area and Proponent	Indicator and Evaluation Visability Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
RD01 Military Direct R&D Projects	Quarterly status of obligations by major mission area and STO products executed by USACE	STO Milestones scheduled in STO Reports or Management Plans. Military Direct obligations are scheduled annually in an obligation plan required by ASAPLT.	Assess monthly and quarterly progress against major STO Milestones. Assess monthly and quarterly percent of obligations against scheduled.	Milestones GREEN: All milestones met AMBER: Critical milestone delayed but will be met in next quarter RED: Milestone cannot be completed within STO period of performance Obligations Green = >95% Amber = 90-95% Red = <90%
RD02 Military Reimbursable R&D Projects	Quarterly status of obligations by major mission area and status of major customer products.	Project scheduled products are defined in formal proposals approved by customers.	Assess progress towards on-time completion of products.	Product Completion GREEN: Will deliver on time AMBER: Potential delay but will deliver IAW sponsored-generated deadline RED: Will not deliver or long delay
RD03 Civil Works Direct R&D Projects	Quarterly status by major program area of expenditures versus scheduled and progress toward achieving major FY Milestones	Milestones are updated once annually by program managers in conjunction with program monitors, upon receipt of funds. CW expenditures are reported monthly and compared against scheduled plan required by HQUSACE	Monitor milestone completion against scheduled dates. Percent funds expended by quarter versus scheduled.	Milestones GREEN: will complete on time AMBER: Will complete/Short delay RED: Long delay or will not be completed Expenditure Green >98% Amber > 95% Red <95%

RESEARCH AND DEVELOPMENT

Functional Area and Proponent	Indicator and Evaluation Visability Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
RD04 Civil Works Reimbursable Projects	Quarterly Status by major customer of expenditures versus scheduled and status of product delivery.	Products/schedule defined proposals to customers.	Assess progress towards on-time completion of products.	Milestones GREEN: will complete on time AMBER: Will complete/Short delay RED: Long delay or will not completed

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
Finance and Accounting				
Revolving Fund RM01 Results of Operation CERM-F	Overall ending balance of major accounts(Overhead and Shop & Facility) are targeted against an expensed based nominal balance. SOD: Statement of Results of Operations 3021 Visibility: HQ, MSCs, Districts, and Labs	NOMINAL BALANCE is a year end account balance which falls within a plus or minus of 1% of current year expenses	X = percentage the EOP balance is over or under the total expenses at the end of the reporting period. X = Expense x 1% EOP balance cannot exceed X	Goal: To achieve a zero balance in all Revolving Fund Accounts. An unacceptable balance at end of period (EOP Balance) is one that is greater than: 1st Qtr 4% 2nd Qtr 3% 3rd Qtr 2% 4th Qtr 1%
RM02 Military Accounting: Unliquidated Obligations in Canceling Appropriations CERM-F	Liquidation of obligations in Appropriations scheduled to cancel and close at the end of the current fiscal year. Visibility Level: Operating MSCs and Districts SOD: Final monthly PGM-918 report, Status of Approved Program - Management Report, direct and automatic	Total month-end value of unliquidated obligations (ULOs), including uncorrected status/command expenditure report (CER) errors identified in Army Management Structure Code (AMSCO) 996600, in each canceling appropriation.	Month-end values of ULOs in canceling appropriations, positive or negative, separately identified by appropriation and source of funding (direct, automatic, and funded).	GREEN: No ULOs in canceling appropriations AMBER: ULOs in canceling appropriations 1 Oct 99 - 30 Jun 00 RED: ULOs, including negative ULOs, in any canceling appropriation 30 Jun 00 or later No AMBER 3rd & 4th Qtr DFAS Regulation 37-1 31 USC 1551-1557

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
Manpower & Force Analysis		MANPOWER MANAGEMENT: Constructing utilization plans projecting civilian work years by month throughout the fiscal year and managing civilian actuals on a monthly basis within established tolerances of that plan. Plans, for CMR purposes, are due NLT 15 Sep 00. They will be compared to CCG FTE allocations. There is currently no plan to accept or approve revised plans during the fiscal year.		
RM03 Military and Civil CERM-M	Total actual cumulative manpower FTE utilization evaluated as a % variance from the combined/latest approved Civilian Employment Plan (CEP) and Civil Workyear Utilization Plan (CWUP). SOD: CEP & CWUP – latest HQUSACE approved plans; ACTUAL FTE – Military and Civil FTE report submissions from field activities; AUTHORIZED FTE – latest published manpower portion of the CCG. Division Headquarters, Districts, ERDC, and Separate Offices.	CEPs and CWUPs for a particular month/quarter show projected military and civil-funded FTE utilization. CEFMS Military Funded FTE and OPM 113G reports show FTE actuals.	% Variance = (YTD FTE ACTUALS – FTE PROJECTIONS) / (FTE PROJECTIONS)	Rating Criteria %s: GREEN: 1st QTR -3.0 thru +3.5 2nd QTR -2.0 thru +2.5 3rd QTR -1.5 thru +2.0 4th QTR -1.0 thru +2.0 AMBER: 1stQTR -3.5 thru <-3.0 or >+3.5 thru +4.5 2ndQTR -2.5 thru <-2.0 or >+2.5 thru +3.5 3rdQTR -2.0 thru <-1.5 or >+2.0 thru +2.5 4thQTR -1.5 thru <-1.0 or >+2.0 thru +2.5 RED: 1st QTR <-3.5 or >+4.5 2nd QTR <-2.5 or >+3.5 3rd QTR <-2.0 or >+2.5 4th QTR <-1.5 or >+2.5

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation Or Law
Business Practices				
Cost of Doing Business Design				
RM04 Military Design Total Labor Multiplier (TLM) Fund Type Groups: All Military (Except HTRW) CERM-P	Military TLM evaluated as a multiple or ratio of total costs associated with each direct labor dollar to the base pay for each direct labor dollar. SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS) Data extracted from columns: 1, 6, 8, and 14 VISIBILITY: MSC / MIL DISTRICTS	A measure of cost efficiency and competitiveness. The TLM expresses, as a multiple, the ratio for each direct labor hour required to recoup the organization's labor costs, fringes, and overheads (Departmental and G&A). The TLM does not include direct non-labor charges. A high multiple relative to other organizations indicates excessive or non-competitive costs.	The calculation for TLM is as follows: A. Use 1 as the base salary labor hour. Add the effective rate. B. Multiply G&A rate by (A) above. C. Multiply Departmental Overhead by (A) above. D. TLM = A+B+C	1999 Design Industry Average is 2.51. Corps target will be adjusted to achieve this decrease by FY 01. Target = 2.51 GREEN: ≤ 2.51 AMBER: Actual 2.52 to 2.64 (> target < 5% above the target) RED: Actual ≥ 2.65 (≥ 5% above the target) **FY 01-03 CODB Targets may be found in Chapter 2, Section 4.**
RM05 Military Design (HTRW) TLM CERM-P	SOD: CODB Military Matrix Report Data extracted from column: 10	See Military TLM above.	See Military TLM above.	1999 Design Industry Average is 2.51. Corps target will be adjusted to achieve this decrease by FY 01. Target = 2.51 GREEN: ≤ 2.51 AMBER: Actual 2.52 to 2.64 (> target < 5% above the target) RED: Actual ≥ 2.65 (≥ 5% above the target)

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM06 Military Construction TLM CERM-P	SOD: CODB Military Matrix Report Data extracted from columns: 3, 4, 9, 11, 12, 16 and 17	See Military TLM on page 3.	See Military TLM on page 3.	Target = 2.33 GREEN: ≤ 2.33 AMBER: Actual 2.34 to 2.44 (> target < 5% above the target) RED: Actual ≥ 2.45 (≥ 5% above the target) **FY 01-03 CODB Targets may be found in Chapter 2, Section 4.**
RM07 Military Real Estate TLM CERM-P	SOD: CODB Military Matrix Report Data extracted from columns: 5, 18, 19 and 20	See Military TLM on page 3.	See Military TLM on page 3.	Target = 2.37 GREEN: ≤ 2.37 AMBER: Actual 2.38 to 2.49 (> target < 5% above the target) RED: Actual ≥ 2.50 (≥ 5% above the target)

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM08 Civil Design Total Labor Multiplier (TLM) CERM-P	Civil design TLM evaluated as a multiple or ratio of total costs associated with each direct labor dollar to the base pay for each direct labor dollar. SOD: Cost of Doing Business (CODB) Civil Matrix Report (CEFMS) Data extracted from columns: 3, 4, 19 and 22 Operating MSCs and Districts	A measure of cost efficiency and competitiveness. The TLM expresses as a multiple the ratio for each direct labor hour required to recoup the organization's labor costs, fringes, and overheads (departmental and G&A). TLM does not include direct non-labor charges. A high multiple relative to other organizations indicates excessive or non-competitive costs. SMALLER DISTRICTS: Direct labor base ≤$15 million MIDDLE DISTRICTS: Direct labor base >$15 and <$29 million LARGER DISTRICTS: Direct labor base ≥$29 million	The calculation for TLM is as follows: A. Use 1 as the base salary labor hour. Add the effective rate. B. Multiply G&A rate by (A) above. C. Multiply departmental overhead by (A) above D. TLM = A+B+C	1999 Design Industry Average is 2.51. Corps target will be adjusted to achieve this decrease by FY 01. **SMALLER DISTRICTS**: TARGET is 2.55 GREEN: ≤ 2.55 AMBER: Actual 2.56 to 2.67 (> target < 5% above the target) RED: Actual ≥ 2.68 (≥ 5% above the target) **MIDDLE DISTRICTS**: TARGET is 2.53 GREEN: ≤ 2.53 AMBER: Actual 2.54 to 2.65 (> target < 5% above the target) RED: Actual ≥ 2.66 (≥ 5% above the target) **LARGER DISTRICTS**: TARGET is 2.51 GREEN: ≤ 2.51 AMBER: Actual 2.52 to 2.63 (> target < 5% above the target) RED: Actual ≥ 2.64 (≥ 5% above the target) **FY 01-03 CODB Targets may be found in Chapter 2, Section 4.**

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM09 Civil Planning TLM CERM-P	SOD: CODB Civil Matrix Report Data extracted from columns: 1 and 2	See Civil TLM on page 5.	See Civil TLM on page 5.	TARGET is 2.56 GREEN: ≤ 2.56 AMBER: Actual 2.57 to 2.68 (> target < 5% above the target) RED: Actual ≥ 2.69 (≥ 5% above the target)
RM10 Civil Construction TLM (Except HTRW) CERM-P	SOD: CODB Civil Matrix Report Data extracted from column: 8	See Civil TLM on page 5.	See Civil TLM on page 5.	TARGET is 2.44 GREEN: ≤ 2.44 AMBER: Actual 2.45 to 2.56 (> target < 5% above the target) RED: Actual ≥ 2.57 (≥ 5% above the target)

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM11 Civil Operations & Maintenance TLM CERM-P	SOD: CODB Civil Matrix Report Data extracted from columns: 11, 12, 13, 14, 15, and 16	See Civil TLM on page 5.	See Civil TLM on page 5.	**SMALLER DISTRICTS**: TARGET is 2.43 GREEN: ≤ 2.43 AMBER: Actual 2.44 to 2.55 (> target < 5% above the target) RED: Actual ≥ 2.56 (≥ 5% above the target) **MIDDLE DISTRICTS**: TARGET is 2.33 GREEN: ≤ 2.33 AMBER: Actual 2.34 to 2.44 (> target < 5% above the target) RED: Actual ≥ 2.45 (≥ 5% above the target) **LARGER DISTRICTS**: TARGET is 2.23 GREEN: ≤ 2.23 AMBER: Actual 2.24 to 2.34 (> target < 5% above the target) RED: Actual ≥ 2.35 (≥ 5% above the target)

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM12 Chargeability For Military Design CERM-P	Labor charged directly to projects evaluated as a proportion of all labor costs. SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS) Data extracted from columns: 1, 6, 8 and 14 Operating MSCs and Districts	LABOR EFFICIENCY: Percent of total labor charged directly to projects and programs. The categories of work included are planning engineering and design costs. (Excluding environmental)	CHARGEABILITY = Direct labor costs (Direct labor+indirect labor+absence amount) NOTE: A low chargeability indicates an inefficient distribution of direct and indirect labor-too much labor is indirectly charged or workload is not sufficient to support current workforce. An excessive rate could imply there may not be sufficient administrative staff to perform mission or we are overcharging our customers for administrative tasks.	TARGET: 60% GREEN: 58-64% (≤ 3% below target or < 7% above target) AMBER: 57%, 65-67% (>3% below target and < 7% below target or ≥7% above target and <12% above the target) RED: ≤ 56% or ≥ 68% (≥ 5% below target or ≥ 12% above the target).
RM13 Chargeability for Civil Design CERM-P	Labor charged directly to projects evaluated as a proportion of all labor costs. SOD: CODB Civil Matrix Report (CEFMS) Data extracted from columns: 3, 4, 18 and 21 Operating MSCs and Districts	LABOR EFFICIENCY: Percent of total labor charged directly to projects and programs. The categories of work included are planning engineering and design costs. (Excluding environmental)	CHARGEABILITY = Direct labor costs (Direct labor+indirect labor+absence amount) NOTE: A low chargeability indicates an inefficient distribution of direct and indirect labor-too much labor is indirectly charged or workload is not sufficient to support current workforce. An excessive rate could imply there may not be sufficient administrative staff to perform mission or we are overcharging our customers for administrative tasks.	TARGET: 60% GREEN: 58-64% (≤ 3% below target or < 7% above target) AMBER: 57%, 65-67% (>3% below target and <7% below target or ≥7% above target and < 12% above the target) RED: ≤ 56% or ≥ 68% (≥ 5% below target or ≥ 12% above target).

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
	Cost of Doing Business ***General & Administrative Overhead***			
RM14 Military General And Administrative (G&A) Overhead CERM-P	G&A overhead evaluated as a percentage of base salary dollars and fringe benefits. SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS) Operating MSCs and Districts	Efficiency of indirect costs for general and administrative activities. Indirect costs charged to military workload divided by base labor and fringe charged to that workload. SMALLER DISTRICTS: Direct labor base ≤ $13 million LARGER DISTRICTS: Direct labor base >$13 million	G&A PERCENTAGE= (G&A Costs Charged Military Workload) Base salary dollars + fringe benefits NOTE: Efficiency of indirect costs for general and administrative activities. If this percentage is too high, indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.	**CONUS:** SMALLER DISTRICT: Target: 27% GREEN: ≤ 27-30% (≤ target and <10% over the target) AMBER: 31-33% (≥ 10% over the target and <20% over the target) RED: ≥ 34% (≥ 20% over the target) LARGER DISTRICT: Target: 25% GREEN: ≤ 25-28% (≤ target and <10% over the target) AMBER: 29-31% (≥ 10% over the target and <20% over the target) RED: ≥ 32% (≥ 20% over the target) **OCONUS:** SMALLER DISTRICT: Target: 37% GREEN: ≤ 37-41% (≤ target and <10% over the target) AMBER: 42-44% (≥ 10% over the target and <20% over the target) RED: ≥ 45% (≥ 20% over the target) LARGER DISTRICT: Target: 29% GREEN: ≤ 29-32% (≤ target and <10% over the target) AMBER: 33-35% (≥ 10% over the target and <20% over the target) RED: ≥ 36% (≥ 20% over the target)

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM15 Civil Works General and Administrative (G&A) Overhead CERM-P	Indirect costs evaluated as a percentage of based salary dollars and fringe benefits. SOD: CODB Civil Matrix Report (CEFMS) Operating MSCs and Districts	Efficiency of indirect costs for general and administrative activities. Indirect costs charged to military workload divided by base labor and fringe charged to that workload. SMALLER DISTRICTS: Direct labor base ≤$15 million MIDDLE DISTRICTS: Direct labor base >$15 and <$29 million LARGER DISTRICTS: Direct labor base ≥$29 million	G&A = (G&A Costs Charged Civil Workload) Base salary dollars + fringe benefits NOTE: If this percentage is too high indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.	**CONUS:** SMALLER DISTRICT: Target: 33% GREEN: ≤ 33-36% (≤ target and <10% over the target) AMBER: 37-39% (≥ 10% over the target and < 20% over the target) RED: ≥ 40% (≥ 20% over the target) MIDDLE DISTRICT: Target: 29% GREEN: ≤ 29-32% (≤ target and <10% over the target) AMBER: 33-35% (≥ 10% over the target and < 20% over the target) RED: ≥ 36% (≥ 20% over the target) LARGER DISTRICT: Target: 24% GREEN: ≤ 24-26% (≤ target and <10% over the target) AMBER: 27-28% (≥ 10% over the target and < 20% over the target) RED: ≥ 29% (≥ 20% over the target) **OCONUS**: SMALLER DISTRICT: Target: 33% GREEN: ≤ 33-36% (≤ target and <10% over the target) AMBER: 37-39% (≥ 10% over the target and < 20% over the target) RED: ≥ 40% (≥ 20% over the target)

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
	Cost of Doing Business S&A			
RM16/RM17 Supervision and Administration (MILCON) and (O&M) Fund Type Groups: All Military CERM-P	Management of S&A costs evaluated by rates based on actual placement. Expenses and income, MILCON and O&M rates are established by MSC & Suballocated to Districts. SOD: SA95 Report (CEFMS) Visibility: Military and Environmental Districts	MILCON (RM16) and O&M (RM17) actual placement and expenses are totalled for the current fiscal year. Actual S&A rates are equal to actual expenses divided by actual placement. Significant variations from S&A targets are defined as deviation which exceed the following: MILCON plus or minus 0.3 percent, O&M plus or minus 0.4 percent, and DERP plus or minus 0.6 percent. Acceptable variations are variations that are not significant.	The S&A rate is equal to the expenses divided by the placement for the current year.	GREEN: Actual S&A rates are within the acceptable variation of the S&A target (year-end) or monthly schedule. AMBER: Actual S&A rates are within 1% of the S&A target (year-end) or monthly schedule. RED: Actual S&A rates are over or under the S&A target (year-end) or monthly schedule by more than 1%. ER 415-1-16
RM18 S&A Gains And Losses CERM-P	Solvency of the RF S&A accounts are impacted by the gains and losses generated by each MSC. SOD: SA95 Report (CEFMS) 3021 Report (RF Results of Operations) (CEFMS)	Actual gain (losses) are equal to income minus expense. Scheduled income is calculated by multiplying scheduled placement times applicable flat rate. Significant variations also include a fluctuation in either income or expenses that will cause the MSC to exhaust it's "checking" account at year-end.	Current FY Gains or Losses = Current FY Income less Current FY Expenses	GREEN: Actual gain/loss deviates from the S&A target (year-end) or schedule by an amount equal to or less than the acceptable variation. AMBER: Actual gain/loss deviates from the S&A target (year-end) or schedule by an amount equal to or less than 1% (times placement). RED: Actual gain/loss deviates from the S&A target (year-end) or schedule by an amount greater than 1% (times placement) or exhaust the MSC "checking" account at year end.

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM19 S&A Leakage CERM-P	Collection of all earned income is required. SOD: SA95 Report (CEFMS) Total Obligation Line Item (OLI) Leakage	S&A MILCON and O&M Leakage: Difference between expected and actual income.	Leakage = Expected Income – Actual Income (Expected Income = Placement x S&A Rate)	GREEN: Leakage ≤ $25K per military district AMBER: > $25K thru $100K per military district RED: Greater than $100K per military district "Overall division rating is based on average district performance (total leakage divided by number of military districts)."
	Budget & Programs			
RM20 Budget Execution: Direct OMA CERM-B	Current Year Obligations Incurred Visibility: MSCs and Direct OMA-Funded FOA SOD: PGM 918 and FADs Issued via PBAS	Reflects obligational progress in accordance with planned progress by FY quarter (cumulative).	Actual obligations incurred by end of quarter (cumulative), divided by total allotment issued by end of quarter (cumulative)	GREEN: ≥ 95% AMBER: 85 thru 94% RED: < 85%

HUMAN RESOURCES

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
HR01 Organization Structure CEHR-E	Supervisory ratio is evaluated against the FY 01 USACE Goal of 1:10 SOD: DCPDS VISIBILITY: Districts	Ratio of supervision to non-supervisors	Ratio = 1 Supervisor : Number of non-supervisors divided by number of supervisors	Rating Criteria: GREEN: Ratio =>1:10. AMBER: Ratio =>1:9.3 <1:10. RED: Ratio < 1:9.3
HR02 Staffing CEHR-E	High grade trend is evaluated by comparing GS 14-15 ceiling with actual levels SOD: DCPDS VISIBILITY: MSCs	A comparison of MSC high grade strength with HQUSACE ceilings for civil and military funded positions.	High grade ceiling vs high grade actual strength, calculated separately for civil funded positions and for military funded positions.	First, Second, and Third Quarters: GREEN: At or below allocation AMBER: Not more than 5% over allocation. RED: More than 5% over . Fourth Quarter: GREEN: At or below allocation. RED: Over allocation.

EQUAL EMPLOYMENT OPPORTUNITY

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
AFFIRMATION ACTION PROGRESS				
EEO01 Affirmative Action Progress GS 13-15	Affirmative action progress toward ultimate workforce diversity goals for grades GS/GM13-15 of districts, divisions, headquarters, laboratories, and other separate reporting units evaluated by change in percentage representation of under represented groups. SOD: ACPERS	This indicator measures organizations= progress toward parity in representation of minorities and women in grades GS/GM 13-15.	For each underrepresented group in each occupational category, grades 13-15, subtract percentage representation as of beginning of Fiscal Year from percentage representation as of end of quarters. Add all increases and decreases to yield total net change.	Rating Criteria: GREEN: Total net change>0.0 AMBER: Total net change= 0.0 RED: Total net Change<0.0
EEO CASE RESOLUTION				
EEO02 Informal Case Resolution	Cases resolved at informal stage (do not result in formal complaints) evaluated against the Army-wide average (51% of all cases being resolved at the informal stage). SOD: Quarterly Report	This indicator measures organizations = resolution of EEO cases at the lowest level, where the commander has the most authority and discretion, and where costs and disruptions to the mission are minimized.	Divide informal cases resolved by total informal cases. Multiply quotient by 100.	Rating Criteria: GREEN: 51% or more resolved Informally. AMBER: 38-50% RED: 37% or less

CORPORATE INFORMATION

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
CI01 Information Assurance Vulnerability Alert (IAVA) CECI	Identifies to what degree USACE has completed IAVA actions. Compliance command-wide and by each command. Data is reported through each Commands Information Assurance Officer to the MACOM IA Program Manager. http://pso24.pso.usace.army.mil:1700/acertcomplyFY00.html	IAVA is a positive control mechanism that pushes alerts and advisories on IA security vulnerabilities to IA personnel. IAVA also requires the tracking of response and compliance to the messages.	Number of alerts issued, Number fully complied with. Number not yet acknowledged. Number where the action is still being worked.	All Alert actions complete, Green. Between 90% and 100% complete, amber. Less than 90%, red. AR 25-1
CI02 Common Operating Environment (COE) CECI	USACE is establishing a Technical Reference Guide (TRG) and Common Operating Environment (COE) Specification. This indicator measures to what extent each command has migrated to the COE Current draft TRG is available at: http://www.usace.army.mil/im/cecip/a2k/TRG/default.htm	A Common Operating Environment is a set of standards and products which are used to ensure interoperability of information systems.	For each selected TRG service, the percent of each commands assets which are compliant with the TRG/COE.	75% or greater Green 50- 74% amber <50% red

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD01 Personal Property Annual Inventory CELD-MS	Annual/cyclic inventory of nonexpendable personal property evaluated by % of items inventoried. Data captured from barcode scanners and reconciled electronically will update command charts SOD: MSCs (APPMS) MSC, DIST, FOAs, Labs	% of item inventoried is equal to (# items inventoried (365 days) by scanner) / (# items recorded on Property Book)	X 100	Rating Criteria: GREEN: 100% YELLOW: 95-99% RED: 94% and below *Note: This is based on the Army/USACE Goal of 100% with the Army management Level set at 95%*

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD02 Motor Vehicle Management CELD-T	Utilization rate evaluated by: Number of miles driven	Average mileage per vehicle driven for the quarter = total number of miles driven for the quarter divided by the average number of vehicles on hand. Projected miles driven for the quarter per vehicle = 2500 miles. Utilization Rate = average mileage per vehicle driven for the quarter divided by the projected miles driven per vehicle. (Rate reported will not exceed 100%) Special purpose vehicles will be reported under indicator LD07, Property Usage Standards. For Special Purpose Vehicles refer to indicator LD07.		Rating Criteria: GREEN: ≥ 85% RED: < 85%
LD03 Vehicle Cost Per Mile CELD-T	Cost Per Mile (CPM) is the operating cost spent per mile for each vehicle in the fleet for the quarter.	Cost Per Mile = total operating cost divided by total miles driven for the quarter. (CPM is compared against Large Military Fleet averages published in GSA's Federal Motor Vehicle Fleet Report		GREEN: Meeting or less than Military CPM RED: Greater than Military CPM

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD04 Real Property Management Program – Current CELD-ZE	Current Adjusted Administrative space, owned and leased, evaluated by net sq ft/allocation SOD: MSCs (annual real property utilization survey) MSC, DIST, FOAs, Labs	*ADMIN SPACE UTILIZATION* = *TOTAL NET ADMIN SPACE* / *TOTAL FACILITY ALLOCATION* CURRENT ADJUSTED *Omits SF for waivers and space on military installations		Rating Criteria: GREEN: ≤ 162 NSF/ALLOC AMBER: >162 & ≤ 178 NSF/ALLOC RED: > 178 NSF/ALLOC
LD05 Real Property Mgmt Program Plan CELD-ZE	Plan - Adminstrative space, owned & leased, evaluated by space reduction according to plan: SOD: MSCs (Annual Real Property Utilization Survey) Dists, FOAs, Labs	Adminstrative Space Utilization Plan is the USACE approved field command plan to reduce excess space by meeting major milestones and reaching target utilization rate (162) by plan completion date.		Rating Criteria: Green: Approved plan meeting milestones Amber: Approved plan but slipping milestones with remedial plan being developed. Red: No Plan in place; or plan milestones slippage with no remedial action plan submitted.

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD06 Inventory Assets CELD-MS	Calculation of Retention Level is evaluated by meeting minimum stockage criteria for a specified Essentiality Code. Calculation of Request Receipt Time criteria is evaluated by reviewing the stockage criteria for a specified time period. Inventory holding for Revolving Fund calculations is evaluated by reviewing items in hold status against total number of items held in inventory.	RETENTION LEVEL % = Number EC items other than "A" < 3 demands 1 year (_____)X 100 total number EC items other than "A" REQUEST /RECEIPT TIME % = Number items received > 10 days from order date (_____) X 100 total number inventory items INVENTORY HOLDING % = (REVOLVING FUND ONLY) Balance, end of period; CEFMS report screen #3.49S,Whse Operating Account Summary (_____) X 100 total number inventory items		Rating Criteria: GREEN: ≤ 5% of total inventory RED: > 5% of total inventory GREEN: > 10 days for ≤ 10% of total inventory RED: < 10 days for > 10% of total inventory GREEN: Revolving Fund inventory ≤ 5% of total inventory RED: Revolving Fund inventory > 5% of total inventory Regulations: ER 700-1-1 & AR 710-2-2

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD07 Property Usage Standards CELD-MS	Quarterly calculation of personal property usage evaluated by: (a) Meeting minimum standard in days, and/or (b) Meeting minimum standard in percentage of use. Visibility Level - Data gathered by property book and maintenance officers. SOD: MSCs, Dists, FOAs and Labs	a. Floating plant property, and all capitalized property not specifically listed in, or similar to, any of the property categories in Table 1-5, EP 750-1-1, will have standard of 45 days minimum quarterly use. b. For all other items (includes special purpose equipment) requiring usage reporting, compute quarterly use percentage with operational days as basis. Multiply number of days operated per year by 100, and divide product by number of operational days in the quarter. Compare % to that in Table 1-5. Reporting Periods: 1st Qtr: 1 Oct – 31 Dec – 92 possible days 2nd Qtr: 1 Jan – 31 Mar – 91 possible days 3rd Qtr: 1 Apr – 30 Jun – 91 possible days 4th Qtr: 1 Jul – 30 Sep – 92 possible days		GREEN: ≥85% AMBER: 75-84% RED: 74% and below. Regulations: ER 700-1-1and ER 750-1-1.

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD08 Equipment Operational (Availability) Rate CELD-MS	Equipment operational rates evaluated by percent of days equipment is available for use. SOD: MSC's Operational and Maintenance Records.	An operational rate is another indicator to diagnose the performance level of an equipment management program. USACE has set operational criteria or a goal for command activities to strive for or surpass. Operational Rate: Available Days / Possible Days X 100 Example: 82/91 = .901 X 100 = 90.1 (Green)		Green: 85% or higher Amber: 75 – 84% Red: 74% or less ER 750-1-1

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD09 Equipmant Maintenance Cost (Parts & Labor) CELD-MS	Cost of maintenance evaluated by percent of funds applied among five maintenance categories. SOD: MSCs (Maintenance Cost Records), DIST, FOSs, LABS	Life cycle costing techniques can serve as an indicator to the effectiveness of the equipment management program. A goal of a good program would be to provide historical maintenance cost records associated with personal property usage. Industry experience has shown that certain ratios and percentages of total maintenance budget by category can send management clues where the program needs improvement. This type of information will allow managers to make informed decisions.		Preventive Maint: Green: 30-35% Amber: 25-29% Red: 24% or less Predictive Maint: Green: 10-15% Amber: 5-9% Red: 4% or less Repair Maint: Green: 15-20% Amber: 21-25% Red: 26% or more Rebuild Maint: Green: 15-20% Amber: 21-25% Red: 26% or more Modification Maint: Green: 5-10% Amber: 11-15% Red: 16% or more
		Preventive Maintenance Cost / Total Equipment Maintenance Budget X 100 Predictive Maintenance Cost / Total Maintenance Budget X 100 Repair Maintenance Cost / Total Maintenance Budget X100 Rebuild Maintenance Cost / Total Maintenance Budget X 100 Modification Maintenance / Total Maintenance Budget X 100		

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD10 Equipment Maintenance Backlog CELD-MS	Equipment maintenance backlog rate is evaluated by percent of outstanding work orders against hours planned to accomplish work. SOD: MSCs (Maintenance Cost & Repair Records), DIST, FOAs, LABS	The level of performance effectiveness and efficiency of an equipment management program can be determined by monitoring the scheduled or unshceduled maintenance actions that are incomplete at the end of the quarter. <u>Maintenance Hours Incomplete</u> Total Maintenance Hours (Scheduled + Unscheduled) X 100 = Backlog Example: 470/2550 + 1050= 470/3600 = 0.1305 X 100 = 13.05 (Green)		Green: 15% or less Amber: 16-20% Red: 21% or higher

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD11 Report of Survey Management Information CELD-MS	Summery data is complied and provided for Command Management Information Data collected provided to MSCs, Districts,FOAs, and the Laboratory SOD:Report of Survey Register for MSCs, Dist, FOAs, and Laboratory	Report of Survey Information: Lost items. #of ROS Documents processed = the number of documents to which a ROS number was assigned during the Reporting Quarter. #of ROS line items = the number of items on each document listed above. Total Value of all ROS = Value as listed on the documents listed above. Total Value Assessed to Individual = the amount of money withheld from an individuals pay if required to reimburse the government for the loss. Total loss to the Government = the Difference of ***total value all*** minus the ***total value assessed to individual***. Damaged Items # of ROS Documents processed = the number of documents to which a ROS number was assigned during the Reporting Quarter. #of ROS line items = the number of items on each document listed above. Total Value of all ROS = Value as listed on the documents listed above. Total Value Assessed to Individual = the amount of money withheld from an individuals pay if required to reimburse the government for damaged items. Total loss to the Government = the Difference of ***total value all*** minus the ***total value assessed to individual***.		No Rating Information – for management purposes only

SAFETY AND OCCUPATIONAL HEALTH

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Performance				
SO01/SO02 Accident Prevention	Civilian Team Member Lost Time Incidents evaluated as rate. SOD: Lost time cases: DOL, OWCP-New Case create reports. EXPOSURE: HQUSACE (CERM-U) via MSC, Districts and Lab Feeder Report	Rate reflects number of lost time injuries/illnesses per 200,000 worker hours (200,000 worker hours equals 100 worker years).	# of lost time cases multiplied by 200,000; that result divided by worker hours of exposure. Time period covered is prior 12 months.	Rating Criteria: GREEN: At or below 1.55 AMBER: Between 1.55 and 2.31 RED: At or above 2.31 (These are FY 00 Objectives. FY 01 Objectives to be issued early in FY 01.)
	Contractor Lost Workdays evaluated as a rate. SOD: MSC and Lab Feeder Reports Divisions, Districts and Labs	Rate reflects number of lost workday injuries/illnesses per 200,000 worker hours (200,000 contractor worker hours equals 100 worker years).	# of lost workday cases multiplied by 200,000; that result divided by worker hours of exposure. Time period covered is prior 12 months	Rating Criteria: GREEN: At or below 0.84 AMBER: Between 0.84 and 1.95 RED: At or above 1.95 (These are FY 00 Objectives. FY 01 Objectives to be issued early in FY 01.)

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Small Business (SB) SB01	Contracts awarded to small businesses evaluated by the dollars obligated as a percentage of total contract obligations. VISIBILITY: MSCs & FOAs SOD: Standard Procurement System	The term small business includes small disadvantaged business, women-owned small business and section 8(a) businesses, but does not include historically black colleges and universities/minority institutions. The size of a firm, as a small business, is defined by industry size standards.	$ Small Business Obligations / $ Total US Business Obligations	Rating Criteria: USACE Goal 38.3% Statutory goal 23% GREEN: met or exceeded USACE goal AMBER: met statutory goal not USACE goal RED: statutory goal not met P.L. 100-656 SEC 502 & 503, P.L. 105-135 SEC 603
Small Business Set Aside (SBSA) SB02	Contracts awarded through set aside to small businesses evaluated by the dollars obligated as a percentage of total contract obligations. VISIBILITY: MSCs & FOAs SOD: Standard Procurement System	A set aside for small business (as previously defined) is the reserving of an acquisition exclusively for participation by small business concerns.	$ Small Business Set-Aside Obligations / $ Total US Business Obligations	Rating Criteria: USACE Goal 10% GREEN: met or exceeded goal RED: not meeting goal P.L. 85-536

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Small Disadvantaged Business (SDB) SB03	Contracts awarded to small disadvantaged businesses evaluated by the dollars obligated as a percentage of total contract obligations. VISIBILITY: MSCs & FOAs SOD: Standard Procure-ment system	A small disadvantaged business is a small business concern, including mass media, is at least 51 percent unconditionally owned by one or more individuals who are both socially and economically disadvantaged, the majority of the earnings directly accrue to such individuals, and whose management and daily business operations are controlled by one or more such individuals. Received certification from SBA. This term also means a small business concern that is at least 51 percent unconditionally owned by an economically disadvantaged Indian tribe or native Hawaiian organization. Small disadvantaged business is a subset of small business. Goals and performance includes awards to section 8(a) business firms.	$ Small Disadvantaged Business Obligations $ Total US Business Obligations	Rating Criteria: USACE goal 11% Statutory goal 5% GREEN: met or exceeded USACE goal AMBER: met statutory goal not USACE goal RED: statutory goal not met P.L. 100-656 SEC 502; P.L. 106-65 SEC 808

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
8(a) Awards [8(a)] SB04	Contracts awarded to 8(a) business firms evaluated by the dollars obligated as a percentage of total contract obligations. VISIBILITY: MSCs & FOAs SOD: Standard Procurement System	The 8(a) program is named for section 8(a) of the small business act from which it gets its authority. An 8(a) business firm is a small disadvantaged business, who is accepted by the small business administration.	$ 8(a) Business Obligations / $ Total US Business Obligations	Rating Criteria: USACE Goal 3.5% GREEN: met or exceeded goal RED: not meeting goal P.L. 95-507
Women-owned Small Business (WOSB) SB05	Contracts awarded to women-owned small businesses evaluated by the dollars obligated as a percentage of total contract obligations. VISIBILITY: MSCs & FOAs SOD: Standard Procurement System	A women-owned small business is a small business that is at least 51 percent owned, controlled and operated by a woman or women who is(are) a U. S. Citizen(s). A woman-owned small business is also included in small business contract obligations. For the purpose of superfund only, women-owned small businesses are counted as SDB against the 8% goal.	$ Women-owned Small Business Obligations / $ Total US Business Obligations	Rating Criteria: USACE Goal 5% GREEN: met or exceeded goal RED: not meeting goal P.L. 103-355

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Historically Black Colleges and Universities/ Minority Institutions (HBCU/MI) SB06	Contracts awarded to HBCU/MI evaluated by the dollars obligated as a percentage of total higher education institution obligations. VISIBILITY: MSCs & FOAs SOD: Standard Procure-ment System	Historically black colleges and universities means institutions determined by the Secretary of Education to meet the requirements of 34 CFR Section 608.2. Minority institutions means institutions meeting the requirements of para (3)(4) and (5) of Section 312(b) of the Higher Education Act of 1965 (20 U.S.C. 1058).	$ Total HBCU/MI Obligations $ Total Education (HEI) Obligations	Rating Criteria: USACE goal 10% Statutory goal 5% GREEN: met or exceeded USACE goal AMBER: met statutory goal not USACE goal RED: not meeting goal P.L. 100-180; P.L. 106-65 SEC 808
Small Business Research and Development (SB R&D) SB07	Contracts awarded to small business evaluated by the dollars obligated as a percentage of total research and development obligations. VISIBILITY: MSCs & FOAs SOD: Standard Procure-ment System	Research and development ordinarily covers basic research, exploratory development, advance development, demonstration/validation, engineering and manufacturing development, and operational system development.	$ Total SB R&D Obligations $ Total R&D Obligations	Rating Criteria: USACE goal 40% GREEN: met or exceeded goal RED: not meeting goal P.L. 97-219

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Environmental Restoration Contracts (HTRW) SB08	Prime contracts obligated plus subcontract dollars awarded to SDBs as reported by prime contractors on SF 294s evaluated as percentage of total environmental restoration contracts obligations.. VISIBILITY: MSCs & FOAs SOD: Standard Procurement System and SF 294s	Procurements to support activities for the evaluation and cleanup of a contaminated environment. Includes preliminary assessments, site investigations, remedial investigations, risk assessments, feasibility studies, decision documents, designs, interim actions, remedial actions, short-term operation and maintenance, and any other actions at hazardous, toxic, and radioactive waste sites.	$ SDB (Prime Obligation Plus Sub Awards $ Total Environmental Restoration Obligations	Rating Criteria: USACE goal 8% GREEN: met or exceeded goal RED: not meeting goal P.L. 99-499
Small Business Subcontracts (SBSUB) SB09	Subcontracts awarded to small businesses evaluated as percentage of total dollars awarded by large business. VISIBILITY: MSCs & FOAs SOD: SF 294s	Small Business (SB) as previously defined.	$ Total SB Subcontracts Awarded $ Total Subcontracts Awarded	Rating Criteria: USACE goal 61.4% GREEN: met or exceeded goal RED: not meeting goal P.L. 95-507

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Small Disadvantaged Business Subcontracts (SDBSUB) SB10	Subcontracts awarded to small disadvantaged businesses evaluated as percentage of total dollars awarded by large business. VISIBILITY: MSCs & FOAs SOD: SF 294s	Small Disadvantaged Business (SDB) as previously defined.	$ Total SDB Subcontracts Awarded $ Total Subcontracts Awarded	Rating Criteria: USACE goal 9.1% GREEN: met or exceeded goal RED: not meeting goal P.L. 95-507
Women-owned Small Business Subcontracts (WOSBSUB) SB11	Subcontracts awarded to women-owned small businesses evaluated as percentage of total dollars awarded by large business. VISIBILITY: MSCs & FOAs SOD: SF 294s	Women-owned small business (WOSB) as previously defined.	$ Total WOSB Subcontracts Awarded $ Total Subcontracts Awarded	Rating Criteria: USACE Goal 5% GREEN: met or exceeded goal RED: not meeting goal P.L. 103-355
Subcontract Reporting (SUBRPT) SB12	Number of correct summary subcontract reports (SF 295) evaluated as percentage of number of reports required from all contractors VISIBILITY: MSCs, FOAs SOD: SF295	Summary subcontract reports (SF 295) are required under construction contracts exceeding $1 million, and supply/service contracts exceeding $500 thousand.	Number of Correct Reports Received Nimber of Reports Required from all Contractors	Rating Criteria: USACE goal 100% GREEN: met or exceeded goal RED: not meeting goal P.L. 95-507

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Designated Industry Groups (DIGS) Construction SB13	Construction contracts awarded to small business evaluated by the dollars obligated as a percentage of total construction contract obligations VISIBILITY: MSCs, & FOAs SOD: Standard Procurement System	Component of the small business competitiveness program that tested unrestricted competition in four designated industry groups (DIGS). Construction (excluding dredging) was one of the four industrial categories selected.	$ Total SB Construction Obligations $ Total Construction Obligations	Rating Criteria: USACE goal 40% GREEN: met or exceeded goal RED: not meeting goal P.L. 100-656 & P.L. 105-135
Designated Industry Groups (DIGS) A-E SB14	A-E contracts awarded to small business evaluated by the dollar obligated as a percentage of total A-E contract obligations VISIBILITY: MSCs, & FOAs SOD: Standard Procurement System	Component of the small business competitiveness program that tested unrestricted competition in four designated industry groups (DIGS). Architectural and engineering services (including surveying and mapping) was one of the four industrial categories selected.	$ Total SB A-E Obligations $ Total A-E Obligations	Rating Criteria: USACE goal 40% GREEN: met or exceeded goal RED: not meeting goal P.L. 100-656 & P.L. 102-366, P.L. 105-135

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Targeted Industry Categories (TICS) SB15	Contracts awarded to small businesses evaluated by the dollars obligated as a percentage of total contract obligations in specific TIC VISIBILITY: MSCs, Labs & FOAs SOD: Standard Procurement System	Targeted industry categories are 10 industry categories selected by the agency which have historically demonstrated low rates of small business participation. USACE has two TICS (turbine/generators and search and navigation equipment).	$ Total Small Business in Specific TIC Obligations $ Total Specific TIC Obligations	Rating Criteria: USACE goal 10% GREEN: met or exceeded Goal RED: Not meeting goal P.L. 101-656 & P.L. 102-366, P.L. 105-135
Dredging Small Business SB16	Contract awards to small businesses evaluated as a percentage of total dredging contract awards (excluding hopper and dustpan dredges). VISIBILITY: MSCs SOD: Standard Procurement System	Small Business (SB) as previously defined.	$ Total Small Business (Dredging) Contract Obligations $ Total Dredging Contract Obligations	Rating Criteria: USACE goal 20% GREEN: met or exceeded goal RED: not meeting goal P.L. 100-656 & P.L. 102-366, P.L. 105-135

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Emerging Small Business (ESB) SB17	Contract awards to emerging small business evaluated as a percentage of total dredging contract awards. VISIBILITY: MSCs SOD: SAACONS	Emerging small business is a small business concern whose size is no greater than 50 percent of the numerical size standard applicable to the standard industrial classification code assigned to a contracting opportunity.	$ Total ESB (Dredging) Contract Obligations $ Total Dredging Contract Obligations	Rating Criteria: USACE goal 5% GREEN: met or exceeded goal RED: not meeting goal P.L. 100-656 & P.L. 102-366, P.L. 105-135
HUBZone Set Aside (HUBZ SA) SB18	Contracts awarded through HUBZone set aside to small businesses evaluated by the dollars obligated as a percentage of total contract obligations. VISIBILILTY: MSCs & FOAs SOD: Standard Procurement System	A "set aside" for HUBZone small business (as previously defined) is the reserving of an acquisition exclusively for participation by HUBZone small business concerns.	$ HUBZone Small Business Set-Aside Obligations $ Total US Business Obligations	Rating Criteria: USACE Goal 1.5% GREEN: met or exceeded USACE goal AMBER: achieved 85% of USACE goal RED: achieved below 85% of USACE goal P.L. 105-135

SMALL BUSINESS OFFICE

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Service-Disabled Veteran-Owned Small Business(SDV OSB) SB19	Contracts awarded to service-disabled veteran-owned small business firms evaluated as a percentage of total contract obligations. VISIBILITY: MSCs & FOAs SOD: Standard Procurement System	Service-disabled veteran means a veteran with a disability that is service-connected (as defined in section 101(16) of title 38, Untied States Code. Small Business (SB) as previously defined.	$ Total SDVOSB Obligations $ Total US Business Obligations	Rating Criteria: USACE Goal 3% GREEN: met or exceeded goal RED: no meeting goal P.L. 106-50
Service-Disabled Veteran-Owned Small Business Subcontracts (SDVOSBSub) SB20	Subcontracts awarded to service-disabled veteran-owned small businesses evaluated as a percentage of total dollars awarded by large business. VISIBILITY: MSCs & FOAs SOD: SF 294s	Service-disabled veteran-owned small business (SDVOSB) previously defined.	$ Total SDVOSB Subcontracts Awarded $ Total Subcontracts Awarded	Rating Criteria: USACE Goal 3% GREEN: met or exceeded goal RED: no meeting goal P.L. 106-50

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
1. Professionalism	All District Level Semi Annual Data- Call			
CEPR-O	**a. Certified Level III Acquisition Supervisors/ Managers Rate**	All 1100 series Acquisition Workforce members level III certified supervisors and managers GS-12 or above.	Acquisition Workforce Level III Certified = Number of all supervisors/managers Level III Certified (GS-12 or above) divided by total number of all GS 12 or above, 1100 series supervisors/managers in the command times 100%.	Green: ≥90% Amber: >69-<90% Red: ≤69%
CEPR-O	**b. Certified Level II Acquisition Personnel Rate**	All 1100 series Acquisition Workforce members level II certified personnel GS-9 thru GS-12.	Acquisition Workforce Level II Certified = (Number of all Level II Certified GS-9 thru GS-12 divided by total number of all GS-9 thru GS-12, 1100 series personnel elgible for level II certification in the command) times 100%. (Note: Since 1106s have no certification requirements, they are not included in this calculation.)	Green: ≥90% Amber: >69-<90% Red: ≤69%
CEPR-O	**c. 1100 & 800 Series Personnel* Exceeding DAWIA Rate** * USACE defines	All 1100 & 800 series acquisition work force personnel who exceed the DAWIA mandated minimum degree or education requirement of 24 semester business credit hours.	1100 Series Personnel Exceeding DAWIA = (All 1100 & 800 series acquisition work force personnel who exceed the DAWIA mandated degree or 24 credit	Green: ≥ 40% Amber: >19-<40% Red: ≤19%

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	**Indicator and Evaluation Visibility Level Source of Data**	**Definition**	**Calculation (s)**	**Rating Criteria Governing Regulation or Law**
	acquisition workforce as all 1102s, 1105s, and 1103s. The 800 series USACE personnel included in the Acquisition Workforce: (1) must be involved in construction contract administration; (2) must be a construction engineer (or architect), Civil Techs or Con Reps (802/809); (3) must be an ACO or in their feeder group at the GS 13 level or below.		hours requirement divided by the total number of all 1100 & 800 series acquisition work force personnel) times 100%	
2. Processes (Director of Contracting)	All District Level Semi Annual Data- Call			
CEPR-O	**a. Credit Card Usage Rate**	All credit card purchases made by all command personnel compared to all purchases made under the credit card dollar threshold limit.	Credit Card Usage = (Total number of bank-reported credit card transactions of the command divided by the number of all simplified acquisition procedures (Total number of bank-reported credit card transactions plus the number reported on DD Form 1057 block f1)) times 100%.	Green: ≥ 90% Amber: >79-<90% Red: ≤79%

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
CEPR-O	**b. Ratifications**	All ratifications as defined in FAR and EFARS occurring within the reportable period.	Number of reported ratifications occurring within the reportable period as listed in EFARS 1.602-3.	Green: Zero (0) ratifications within the reportable period. Amber: One (1) ratification within the reportable period. Red: Greater than one (1) ratifications within the reportable period.
CEPR-O	**c. Indefinite Delivery Contract (IDC) Usage** **(1) IDC Obligation Rate.**	All Indefinite Delivery Contracts (IDC) regardless of type (all "D" type contracts) as defined in FARS Subpart 16 and supplemental regulations. IDC calculations are performed individually for each area listed below, then combined for a total usage rate. HTRW Contracts: TERC PRAC A-E IDT Envir. Service Civil/Military Contracts A-E IDT Survey/Mapping JOC Service/Supply	General formula for calculation of individual IDC Obligation Rate = (Total IDC obligations divided by the total available IDC contract capacity) times 100%. A cumulative Total IDC usage rate is calculated by summing the individual obligations and capacity data and using the formula above. (For this calculation use only that part of the IDC which has been exercised. The capacity of options that have not been exercised should NOT be included.) The number of all IDC(s) that will expire within one year following the report date with a usage rate less	Green: ≥ 50% Amber: >29-<50% Red: ≤29% Green: Zero IDCs with less than 33% usage rate within the reportable period. Amber: One (1) IDCs with less than 33% usage rate within the reportable period.

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	**Indicator and Evaluation Visibility Level Source of Data**	**Definition**	**Calculation (s)**	**Rating Criteria Governing Regulation or Law**
	(2) IDC(s) with less than 33% usage (Hollow)	Total IDC USAGE Rate	than 33%.	Red: Greater than one (1) IDC with less than 33% usage rate within the reporting period.
CEPR-O	**d. Contractor Performance Evaluation Rate**	All contractor performance evaluations as required by FAR 42.15 and implementing USACE regulations. Data for the calculation is obtained thru a random sample of twenty recently completed (older than 90 days) contracts consisting of all contract types (to include IDCs) is selected. The official contract file is checked for a completed and processed evaluation.	Contractor Performance Evaluation Rate = (Number properly completed and processed evaluations divided by 20) times 100%.	Green: ≥ 90% Amber: >74-<90% Red: ≤74%
CEPR-O	**e. Contract Audit Follow-up (CAF) Rate*** * Not a field reported item. This element is based upon 2d &4th quarter data, presented by HQUSACE CAF AO in the following 1st & 3rd quarters.	See DODD 7640.2, AFARS, and EFARS Subpart 15.890-3 and subsection therein. Calculation involves the complete, accurate, and timely submission of audit records in the semi-annual status report of specified contract Audit Reports.		Green: = 100% Amber: N/A Red: < 100%

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

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

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

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

Annex A

RELATIONSHIP OF THE CCG TO PUBLIC LAW

The CCG is built on a clear and modern foundation of public laws. The four pillars of management in the U.S. Government noted below are dynamic, fully implemented by most Government organizations and directive in nature for all U.S. Executive Agencies. Our CCG and, indeed, our entire existing—and future—USACE management organization must answer to these Federal mandates. It follows then that our CCG must be fashioned so as to carefully reflect each of the following four overarching public laws for management.

- Chief Financial Officers Act of 1990, (CFO)
  (Public Law 101-576)

- Government Performance and Results Act of 1993, (GPRA or Results Act)
  (Public Law 103-62)

- Paperwork Reduction Act of 1995, (PRA)
  (Public Law 104-13)

- Clinger-Cohen Act, (formerly referred to as the Information Technology Management Reform Act [ITMRA])
  (Public Law 104-106), 1996

The relationship of our USACE CCG to each of these preeminent public laws is briefly summarized below.

Chief Financial Officers Act of 1990. This act broke new ground in public law for Federal management more than a decade ago. The CFO Act was the first of the quartet of major Federal management reforms made into public law. The CFO Act legally established both the definition and duties of all Federal CFOs—starting with creation of a completely revised and expanded set of duties and responsibilities for the Deputy Director for Management of the Executive Office of Management and Budget (OMB). This top-level official was named to be the Federal CFO and therefore, "the chief official responsible for financial management in the United States Government" (United States Code, title 31, sec. 201). The Corps has aggressively implemented the letter and intent of the CFO Act in naming our USACE Chief Financial Officer as our Deputy Chief of Staff, Resource Management.

Government Performance and Results Act of 1993. The objective of the Results Act is to redirect Federal agencies' current focus and preoccupation with processes and activities to a

focus on achieving desired program results. Program results are defined in terms of intended program outcomes (authorized program purposes), customer satisfaction, and service quality. To accomplish this redirection of management focus the Results Act requires the following actions:

- Develop a strategic plan by end of FY 97 and subsequently in three-year intervals. Each plan should:
    - Look forward at least five years.
    - Include the agency's mission statement.
    - Identify the agency's long-term goals.
    - Describe how the agency intends to achieve these goals through its activities and human, capital, information, and other resources.
- Submit an annual performance plan beginning in FY 99 and each succeeding fiscal year. The plan should:
    - Provide a direct linkage between strategic planning goals and program performance goals in terms of achieving mission, strategic goals, and authorized program purposes.
    - Contain the agency's annual program performance goals.
    - Identify the program performance measures the agency will use to assess its progress.

The Results Act requirement for a disciplined linkage of strategic planning to performance planning and accountability reporting is to facilitate the redirection of organizations to results-oriented management. A result orientation overcomes some of the limitations of measuring organizational success primarily in terms of activities and processes (e.g., funding account expenditure rates, number of decision documents completed on schedule, or regulatory permits processed). The Results Act directs management to measure success in terms of desired program results (e.g., improved flood damage prevention, improved navigation services, wetland acres preserved).

The distinction between measuring processes and outcomes is important. When an agency focuses on outcomes, it defines the "bottom line" of its business endeavors. Those who assess an agency's role and worth can do so in terms of the products and services the agency actually delivers. It is the program outcomes that make sense to the agency's customer base and to those who fund its programs.

The CCG aligns with the intent of the GPRA. Many of the component requirements of this act are present in the CCG and hold the potential to align annual organizational goals with

budget activities, performance indicators, measurement criteria, and resource guidance. With each edition of the CCG, we can more closely link program goals and resources with the USACE Strategic Vision.

The effect of the Results Act will not be to replace existing process performance measures with a different set of outcome measures, but to produce a more balanced set of performance measures. By implementing a **Balanced Scorecard** approach to measuring results across key dimensions of performance (e.g., program outcomes, customer satisfaction, service quality, management effectiveness and efficiency, and quality of work life), we can better plan for and achieve success in ways that meet stakeholder needs and expectations.

The USACE evaluation of mission execution (the Command Management Review or CMR) and internal Program Review Boards are evolving as management vehicles for implementing the USACE Strategic Vision. As these forums evolve and pick up the results-orientation dimension, they will also support fulfilling the objectives of the Results Act.

Paperwork Reduction Act of 1995. This important member of the U.S. Code "quartet of modern resource management in the Federal Government," is often overlooked when considering the laws which molded resource management in the government. In fact, without the Paperwork Reduction Act of 1995, modern Federal resource management—financial, human, or information resources—could not function or perhaps even exist, in any efficient, performance providing sense.

This national guidance is important to the Corps and the CCG because it requires Federal agencies to:

- Be responsible—in consultation with the senior official and the agency Chief Financial Officer (or comparable official), each agency program official shall define program information needs and develop strategies, systems, and capabilities to meet those needs.

- Develop and maintain a strategic information resource management plan that shall describe how information resource management activities help accomplish agency missions.

- Develop and maintain an ongoing process to–

    - Ensure that information resource management operations and decisions are integrated with organizational planning, budget, financial management, human resources management, and program decisions.

    - Fully and accurately account for information technology expenditures, related expenses, and results. This is accomplished in cooperation with the agency Chief Financial Officer or comparable official.

- Establish (1) goals for improving information resource management's contribution to program productivity, efficiency, and effectiveness; (2) methods for measuring progress towards those goals; and (3) clear roles and responsibilities for achieving those goals.

- Ensure that the public has timely and equitable access to the agency's public information.

- Provide public information maintained in electronic format and to provide timely and equitable access to the underlying data (in whole or in part).

Finally, this Act provides the first clear and understandable definitions for information resources, information resources management (IRM), and information technology (IT).

Clinger-Cohen Act. This act complements the GPRA in that the Chief Information Officer (CIO) and the Chief Financial Officer (CFO) partner together to ensure that information technology (IT) investments are aligned with business strategies and managed on a portfolio basis—including both risk and cost considerations, and that IT investments are directly linked with measuring business performance results. The CCG contains critical components to move the Corps further towards alignment with the ITMRA. Critical to the USACE CIO's FY 00 agenda will be:

- Integrating IT planning and Architecture 2000+ with corporate business strategies.

- Performing IT investment management through the Information Technology Investment Portfolio System (ITIPS).

- Providing increased definition to IT governance, including establishing core performance measurements and increasing emphasis on IT asset management.

- Promoting IT competencies throughout the workforce.

- Seeking opportunities where emerging IT can be leveraged for competitive business advantage, as well as business process improvements.

- Ensuring that information security policies, practices, and procedures are in accordance with Operations Order 99-001 (Positive Control).