Department of the Army
U.S. Army Corps of Engineers
Washington, DC

CEMP-IP

EXPIRES 30 SEPTEMBER 2024
Army Programs
MILITARY PROGRAM ANNUAL EXECUTION GUIDANCE

Purpose. This circular provides the Military Programs yearly execution guidance that is necessary to deliver premier engineering and construction, real estate, installation readiness, and environmental management products and services. United States Army Corps of Engineers (USACE) is committed to serving the Army, Air Force, Department of Defense (DoD), and other U.S. Government agencies and foreign governments as assigned by delivering the program. Military Programs will incorporate new and on-going requirements associated with energy, climate and environment change, sustainability, life-cycle investments, and expeditionary Combatant Command support.

Applicability. This Circular applies to all USACE elements under the Military Program Business Processes and Practices.

Distribution Statement. Approved for public release; distribution is unlimited.

Proponent and exception authority. USACE's Chief of Program Integration Division of Military Programs is the proponent of this policy notice. The proponent has the authority to approve all exceptions to this policy notice consistent with the Director of Military Programs approval.

FOR THE COMMANDER:

CHRISTINE T. ALTENDORF, PhD, P.E.
Director of Military Programs

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1. <u>Purpose.</u> A Circular that provides execution guidance to ensure that its implementation is conducted in accordance with the Military Programs Business Process Enterprise Program Management Plan. Military Programs is responsible for executing a variety of programs and initiatives that involve a wide spectrum of products and services. In executing these programs, Military Programs will continue to provide premier engineering and construction, real estate, installation readiness, and environmental management products and services. United State Army Corps of Engineers (USACE) is committed to serving the Army, Air Force, Department of Defense (DOD), and other U.S. Government agencies and foreign governments as assigned by delivering the program. Also, Military Programs will incorporate new and on-going requirements associated with energy, climate and environment change, sustainability, life-cycle investments, and expeditionary Combatant Command support.

2. <u>Applicability</u>. This Circular applies to all USACE elements under the Military Program Business Processes and Practices.

3. <u>Distribution Statement</u>. Approved for public release; distribution is unlimited. This document is published at https://www.publications.usase.army.mil/USACE-Publications/Engineer-Circulars/

4. <u>References</u>.

   a. DPM MP 2020-06 , https://team.usace.army.mil/sites/HQ-MP/MOI/DPM20/Shared%20Documents/Forms/AllItems.aspx

   b. Director's Policy Notice (DPN) PN 5-1-2, https://usace.dps.mil/sites/PUBS-HQ-RESTRICTED/Policy%20Notice/Forms/Pubs%20Display.aspx?id=%2Fsites%2FPUBS%2DHQ%2DRESTRICTED%2FPolicy%20Notice%2FPN%205%2D1%2D2%2Epdf&parent=%2Fsites%2FPUBS%2DHQ%2DRESTRICTED%2FPolicy%20Notice

5. <u>Records Management (Recordkeeping) Requirements</u>. The records management requirement for all members, associated forms, and reports required by this guidance are addressed in the Army (RRS-A). Detailed information for all related record numbers is in the ARIMS/RRS-A located at https://www.arims.army.mil. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS-A, see Department of the Army (DA) Pamphlet 25-403. Guide to Recordkeeping in the Army.

6. <u>Responsibilities</u>. USACE Military Programs Program Integration Division, Performance Management and Data Analytics Branch is required to construct the Military Programs Execution Annual Guidance memorandum. This memo is created through the consolidation of Military Construction Business Process, Enterprise Program Management Plans, and performance objectives from the Military Programs Mission Lines and Supporting Military Mission Offices.

7. <u>Policy</u>. The Directorate of Military Programs establishes and maintains the Military Construction Business Process, Enterprise Program Management Plans, and performance objectives for programs and implements enterprise level programs and initiatives through the Regional Business Centers (RBC) and Centers; and develops achievable timelines. RBCs and Centers collaborate with stakeholders, support commands, industry, and other elements of USACE to deliver innovative, state of the art solutions in the execution of program requirements. USACE establishes priorities with our stakeholders. RBCs and Centers execute assigned projects and programs in collaboration with Geographic Districts (GD) through Project Delivery Teams (PDTs) composed of expertise from across the enterprise. This is executed by aligning performance metrics, strategic change metrics and functional strategic plans. Organizational performance is assessed throughout the year at Command Management Reviews (CMRs), Directorate Management Reviews (DMRs), and RBC Program Reviews.

8. General Guidance.

Military Programs has guidance documents that are updated annually. The guidance documents are as follows: 1) USACE Command Guidance (UCG) Military Programs – Resource and Metrics; 2) Minimum Data Elements Document; 3) End of Fiscal Year Guidance; 4) Military Construction (MILCON) Forecast of Basic Lock-in Awards and Monthly Data Requirements Guidance; and 5) Stakeholders Satisfaction Survey. These guidance documents provide performance measurements, resources and labor projections, program guidelines, instructional information, and requirements that were developed to assists the Major Subordinate Commands (MSCs) in managing their daily operation.

8.1. USACE Command Guidance Military Programs – Resource and Metrics.
A package consisting of documents that summarizes the USACE's strategic direction, resource guidance, and performance requirements for the upcoming fiscal year and out years. The documents report at the major command-level for which it outlines USACE resources, procedures, and measures to monitor mission execution. The documents are structured into chapters containing the following information:

- Chapter 1: Corps Strategic Vision and the command-wide corporate strategic focus areas for mission resourcing and execution.
- Chapter 2: Resource Projections and Supporting Program Guidance and Guidelines for the MSCs and for the Corps for reference.
- Chapter 3: Performance Execution targets and Directorate Management Review (DMR) metrics.
- Chapter 4: Compliance Key Performance Indicators (cKPIs)

The entire package is updated annually but is a "living document" that can be changed at any time. The major update is requested in March for a May publication. Resource Management (RM) is the owner of this package and Military Programs (MP) is a proponent that updates the package to be published by the scheduled date. Military Programs is responsible for updating those elements of Chapter 2 (Resources) and Chapter 3 (Performance Metrics) for specific application to Military Programs.

UCG Chapter 2 – Resource Projections and Supporting Program Standards, Guidance, and Guidelines for the MSCs and the Corps for Reference: Provides a three projection of workload dollars and/or labor requirements for the various Military Program programs; program supporting documents reporting Campaign Plan objectives (MP Installation Readiness); implementation of the Engineer Inspector General (EIG) inspection recommendations and Corrective Actions Plans (CAPs) for USACE Value Program (MP Value Engineering); sustainability for energy and water measures (Sustainability); Military Programs standard definitions; a National Account Manager (NAM) listing (NAM Roster). The documents are located on the EC FY2023 – 2025

SharePoint site https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx under "UCG."

UCG Chapter 3 – Performance Execution targets and Directorate Management Review (DMR) metrics: Provides the program performance measures for the Military Programs MILCON, Environmental, Installation Readiness and Value Engineering programs. These metrics measures and rates the MSC's program/project performance and are used as the source of for reporting during the Military Programs quarterly DMR. The document is located on the EC FY2023 – 2025 SharePoint site https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx under "UCG."

8.2. Minimum Data Elements Document.
Guidance developed to establish data consistency and reliability within Military Programs. This guidance was generated to set policy and provide direction for improving data integrity, data quality, and data standardization across all mission areas (MILCON, Installation Readiness, Environmental, Interagency International Service, and Real Estate) within each MSC and its Districts. The implementation of this policy will provide a reliance on enterprise data in accordance with the USACE Data Governance guidance to deliver the Military Mission program and eliminate data calls. All data requirements governed by Headquarters Department of Army (HQDA) or Office Secretary of Defense (OSD) (i.e., Real Estate) will follow the external data governance forums. Policy is located on the Military Programs Business Intelligence website at https://reports.usace.army.mil and click on "Policy" to the left.

8.3. End of Fiscal Year Guidance.
Guidance developed in the Performance Management Data Analytics Branch to regulate end of year for Military Programs and the MSCs.
The guidance was put in place because the Military Programs Integration Division (PID) is responsible for capturing the yearly project execution data. The document is located on the EC FY2023 – 2025 SharePoint site https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx under "EoY Document."

8.4. Military Construction Forecast of Basic Lock-in Award and Monthly Data Requirement Guidance.
A memorandum that provides the MSCs Basic Lock-in guidance for the next fiscal year's as it pertains to the MILCON Program (i.e., FYXX President's Budget for MILCON projects and carryover from PFY), proponent- specific guidance for solicitations, and monthly data requirements to track on-going MILCON execution. Also, this guidance provides the Continuing Resolution Authority instructions. The memo is composed in CEMP-IP annually in July for a final release in August. The document is located on the EC FY2023 – 2025 SharePoint site https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx under "Forecast Lock-in."

8.5. Stakeholder Satisfaction Survey.
The Military Programs Stakeholder Satisfaction Survey is a survey managed and maintained by the Policy and Strategy Branch that is conducted annually. It is a unique corporate tool that identifies systemic issues affecting stakeholders across USACE's Military Programs portfolio and the quality of USACE's service. Also, it provides an opportunity for engaging with the stakeholders and obtaining useful feedback.

Execution and Process

- The CEMP Survey Team provides guidance for the execution of the annual Military Programs Stakeholder Satisfaction Survey to the District Survey Managers identified by each participating District. Instructions are provided regarding establishing an account and administering the survey using the survey tool on MAX.gov; how the web-based survey works; the useful administrative features that allow managers to generate summary reports throughout the survey process; how to customize the survey for Districts; and how the Survey Participants Lists should be compiled. The CEMP Survey Team will assist in the process.

- Each District must identify at least one individual to act as their District Survey Manager(s). Note: Notify CEMP-IS if there are changes in the designations as soon as possible so that the roster of District Survey Managers may be updated accordingly. District Survey Managers must submit their final Survey Participants Lists by 3rd week in September. The list from the previous year will be used as the baseline for each District to update/validate. If a District did not participate in the previous year, then a new list will be developed. Note: Instructions will be provided to assist the District Survey Managers.

- MSCs will be provided with the Survey Participants Lists for each District in their region and will be asked to verify the accuracy and completeness of each District's List.

- Invitations to participate in the survey will be distributed to the designated participants via the MAX.gov platform. The target is to begin launching District surveys by the first week of November with a requested return date approximately three (3) weeks after the survey is activated. District Survey Managers have the option to draft their own email to their respective survey participants. Reminder emails may be sent by the District Survey Managers to their respective survey participants at any time during the response period, and there is no limit on the number of reminder emails which can be sent. The target is to complete all surveys by the 3rd week of December. District Survey Managers can request extensions for their surveys, if necessary. Please email any questions or comments about the stakeholder survey to CEMPStakeholderSatisfactionSurvey@usace.army.mil.

- Point of Contact (POC) for the Stakeholder Satisfaction Survey is Caitlin Slattery at (202) 761-0443 and Caitlin.slattery@usace.army.mil.

9. Military Programs Mission Line Procedure and Processes.

Military Programs have five distinguish mission lines whom individual mission is unique in fortifying the health of the organization. The five mission lines are as follows: Environmental; Installation Readiness; Interagency and International Services; MILCON; and Real Estate. These mission lines are recognized for their ability to acquire land and important leases; for which the land is cleaned from environmental toxins; to allow the building of needed facilities that are maintained and equipped with the necessary support and tools; along with establishing vital partnership with other agencies internationally or domestic. Although each mission lines have a unique program and function, their operations intertwine to create on purpose. To aids and supports to MSCs in delivering the program for the warfighters.

10. Environmental Division.

The Environmental Division (ENV DIV) mission is to provide global environmental services, including environmental quality (compliance, conservation, pollution prevention, and planning), sustainability, and military munitions and hazardous, toxic, and radioactive waste (HTRW) cleanup actions, for a wide range of DoD and other federal agencies.

10.1. Points of Contact.

The ENV DIV POCs listed in each paragraph are subject to change. Please visit the Headquarters (HQ) Intranet Environmental Division SharePoint site for the most up-to-date names, titles, and contact information for the appropriate environmental program execution or support activity. The HQ Intranet Environmental Division SharePoint site: https://usace.dps.mil/sites/INTRA-HQ/SitePages/Environmental.aspx

10.2. Program Execution.

USACE major subordinate commands (MSCs) and districts shall ensure their organizations execute the following environmental programs in accordance with (IAW) each program's program management plan (PgMP), requirements presented in this document, engineering regulations and manuals and other applicable laws, regulations, and requirements. The PgMP can be found at the HQ Intranet Environmental Division SharePoint site, given in paragraph 10.1, or provided by the program's Environmental POC(s).

Provided at the HQ Intranet Environmental SharePoint site is a complete listing of current ENV DIV programs by national-level stakeholders (NLSs) and national program managers (NPMs); ENV DIV programmatic capabilities by NLS and manager; and the ENV DIV organizational chart. In addition to the program-specific requirements listed at the HQ Intranet Environmental Division SharePoint site, ENV POCs at the MSCs are expected to do the following activities for all ENV programs:

- Assist and regularly communicate with ENV NPMs in managing programs from a regional perspective.
- Assist NPMs in developing and adhering to support agreements, PgMPs, and other program and project documents (e.g., decision documents).
- Engage with regional stakeholders, districts, and ENV NPMs to plan and execute work and resolve issues.
- Assist HQ in developing and adhering to policies (e.g., work acceptance, area of responsibility (AOR) coordination, technical guidance, etc.).
- Assist in responding to formal and informal / internal and external taskers.

Participate in regional governance and strategic initiatives.

Below are the programs and Environmental POCs as of the date of this publication.

Program	Environmental Points of Contact
Air Force (AF) Base Realignment and Closure (BRAC)	Ms. Sherry Rone, sherry.e.rone@usace.army.mil is the AF-BRAC NPM and Mr. Lucas Walsh, lucas.v.walsh@usace.army.mil is the AF-BRAC Deputy NPM.
Air Force (AF) Defense Environmental Restoration Programs (DERP) and Environmental Quality (EQ)	Ms. Sherry Rone, sherry.e.rone@usace.army.mil, is the AF DERP/EQ NPM and Mr. Lucas Walsh, lucas.v.walsh@usace.army.mil, is the AF DERP/EQ Deputy NPM.
Air Force Reserves (AFR) EQ	Ms. Sherry Rone, sherry.e.rone@usace.army.mil, is the AFR-EQ NPM and Mr. Lucas Walsh, lucas.v.walsh@usace.army.mil, is the AFR-EQ Deputy NPM.
Air National Guard (ANG) EQ	Ms. Sherry Rone, sherry.e.rone@usace.army.mil, is the ANG-EQ NPM, and Mr. Lucas Walsh, lucas.v.walsh@usace.army.mil, is the ANG-EQ Deputy NPM.
Army Base Realignment and Closure – Environmental Restoration (BRAC-ER)	Mr. James Moore, james.t.moore@usace.army.mil, is the Army BRAC-ER NPM, and Mr. George Bock, george.o.bock@usace.army.mil, is the Army BRAC-ER Deputy NPM.
Army DERP and Compliance Cleanup (CC) Program	Mr. James Moore, james.t.moore@usace.army.mil, is the Army DERP/CC NPM, and Mr. George Bock, george.o.bock@usace.army.mil, is the Army DERP/CC Deputy NPM.

Program	Environmental Points of Contact
Army Deactivated Nuclear Power Plant Program (DNPPP)	Mr. Brian Hearty, brian.p.hearty@usace.army.mil, is the DNPPP NPM.
Army Environmental Quality (EQ) Program – Compliance, Conservation, & Pollution Prevention	Mr. James Moore, james.t.moore@usace.army.mil, is the Army EQ NPM, and Mr. George Bock, george.o.bock@usace.army.mil, is the Army EQ Deputy NPM.
Army Regional Environmental and Energy and Office (REEO)	Ms. Anisha Downs, anisha.j.downs@usace.army.mil, is the REEO NPM.
Other Army Environmental	Mr. James Moore, james.t.moore@usace.army.mil, is the Other Army ENV NPM, and Mr. George Bock, george.o.bock@usace.army.mil, is the Other Army ENV Deputy NPM.
Army National Guard Facilities (ARNG) ENV Programs VENQ and ENVR	Mr. James Moore, james.t.moore@usace.army.mil, is the ARNG ENV NPM, and Mr. George Bock, george.o.bock@usace.army.mil, is the ARNG ENV Deputy NPM.
Army Reserves (USAR) ENV Programs VENQ and ENVR	Mr. James Moore, james.t.moore@usace.army.mil, is the USAR ENV NPM, and Mr. George Bock, george.o.bock@usace.army.mil, is the USAR ENV Deputy NPM.
Office of the Secretary of Defense (OSD) – Cooperative Ecosystem Studies Unit (CESU).	Ms. Kim Bond, kimberly.a.bond@usace.army.mil, is the ENV DIV CESU POC.
OSD – Defense State Memorandum of Agreement (DSMOA) Program.	Mr. Brian Shedd, brian.p.shedd@usace.army.mil, is the DSMOA NPM.

Program	Environmental Points of Contact
OSD – Formerly Used Defense Site (FUDS) Program	Ms. Vanessa Hinkle, vanessa.l.hinkle@usace.army.mil, is the FUDS NPM and the overall POC for FUDS, and Mr. Chip Whitton, george.h.whitton@usace.army.mil, is the FUDS Deputy NPM.
OSD – Native American Lands Environmental Mitigation Program (NALEMP)	Ms. Anisha Downs, anisha.j.downs@usace.army.mil, is the NALEMP NPM.
USACE Environmental Support Team (EnvST)	Ms. Arlene Weiner, arlene.g.weiner@usace.army.mil, is the EnvST NPM/POC.
USACE Formerly Utilized Site Remedial Action Program (FUSRAP)	Ms. Nicki Fatherly, nicki.fatherly@usace.army.mil, is the FUSRAP NPM, Ms. Ivanna Goldsberry, ivanna.s.goldsberry@usace.army.mil, is the FUSRAP Deputy NPM and Ms. Natalie Watson, natalie.l.watson@usace.army.mil, is the FUSRAP National Account Manager.
Other DoD ENV Support.	Ms. Arlene Weiner, arlene.g.weiner@usace.army.mil, is the Other DoD ENV work NPM.
Other DoD Military Munitions Support Services / International Contingency Operations (ICO).	Ms. Arlene Weiner, arlene.g.weiner@usace.army.mil, is the ENV NPM for ICO environmental and munitions work.
U.S. Environmental Protection Agency (EPA) Superfund (SF) Program requirements.	Mr. Glen Shonkwiler, glen.d.shonkwiler@usace.army.mil, is the Superfund NPM.
International and Interagency Support – Environmental (IIS-E) requirements.	Ms. Arlene Weiner, arlene.g.weiner@usace.army.mil, is the IIS-E NPM.

Program	Environmental Points of Contact
DOE (other than FUSRAP) Requirements.	Mr. John Daley, john.g.daley@usace.army.mil, is the DOE NPM and Ms. Arlene Weiner, arlene.g.weiner@usace.army.mil, is POC for all non-FUSRAP DOE environmental work.

10.3. Support Activities.

MSCs/districts will conduct the following activities in support of the ENV DIV, the Environmental Community of Practice (ECOP), and ENV programs under the purview of the CEMP-CE. ENV POCs at the MSCs will follow the specific guidance below to:

- Participate in knowledge management, sharing successes and lessons learned, maintaining, and disseminating program information.
- Encourage awards submissions.
- Participate in the Environmental Contract Acquisition Working Group (CAWG).
- Continuously improve data quality, assist HQ in developing metrics and improving regional performance.
- Participate in ENV DIV governance meetings.
- Contribute to the ENV Portfolio Oversight (EPO) budget execution and development processes.
- Complete workload projections, workload/workforce (WL/WF) assessments, and acquisition planning and reporting.
- Complete Regional Environmental Acquisition and Management Plan (REAMP) templates.
- Process / facilitate the requirements validation process, also referred to as Command Service Executive (CSE) requests.
- Ensure that MILCON and Per- and Polyfluoroalkyl Substances (PFAS) requirements are followed.
- Participate in and support HQ strategic and ECOP initiatives.
- Contribute to Public Affairs products (e.g., articles, photos, etc.).

10.3.1. Annual Awards Processes Participation.
MSCs/districts are encouraged to participate in the annual USACE Sustainability and Environmental Awards and the Secretary of the Army (SECARMY) Environmental Awards. MSCs/districts are also encouraged to participate in other awards and to share various award winner information with the ENV DIV Public Affairs Officer (PAO) and ENV DIV Awards POC.

The USACE Sustainability and Environmental Awards open period is generally from early February to late April. The SECARMY Environmental Awards open period is from approximately early August through late October.

Additional award information may be found at: https://aec.army.mil/index.php/awards. The ENV DIV POC for the annual awards process is Ms. Cathy Forgét, cathleen.a.forget@usace.army.mil. The ENV DIV PAO is Ms. Jenn Miller, jennifer.s.miller@usace.army.mil.

10.3.2. Environmental Contract Acquisition Working Group.
MSCs/districts will participate in the Environmental CAWG by providing active membership as nominated by the MSCs and selected to serve by the Chief, ENV DIV.

The ENV DIV will conduct three (3) quarterly Environmental CAWG meetings via web meeting/teleconference and one (1) multi-day, hybrid web/in-person meeting. These meetings will take place in approximately November, February, April, and August, with the in-person meeting typically in April.

The current Environmental CAWG member matrix and charter are on the Environmental CAWG SharePoint site.

The Environmental CAWG SharePoint site: https://usace.dps.mil/sites/INTRA-HQ/SitePages/CAWG.aspx. The ENV DIV Environmental CAWG POC Ms. Cathy Forgét, Cathleen.a.forget@usace.army.mil.

10.3.3. Data Quality.
Documentation and data must be consistent and correct across USACE Automated Information Systems (AISs), including Project Management Automated Information System (P2) and CEFMS II for all ENV programs, including the use of Environmental Command Indicator Codes (CICs), Management Decision Package (MDEP), Army Management Structure Code (AMSCO), and other key distinguishing information.

MSCs/districts will update documentation and data in AIS data fields as changes are announced, and MSCs/districts will ensure that new and/or mandatory data requirements are appropriately followed. MSCs/districts will work with HQUSACE to address data quality and management issues, follow the guidance in the Military Programs (MPs) and ENV Data policies, and correct data errors (also see the paragraph on the USACE Command Guidance (UCG) Metrics, 10.3.15).

Current ENV Data Elements presentation and files are posted on the ENV Programs Data Quality SharePoint site.

The Environmental Data Quality SharePoint site: https://usace.dps.mil/sites/INTRA-HQ/SitePages/Environmental-Data-Quality.aspx. Ms. Ashley Elder, ashley.s.elder@usace.army.mil, is the ENV DIV POC for ENV Programs Data Quality.

10.3.4. Environmental Division Governance Meetings.
ENV DIV Management Reviews (EDMRs). EDMRs serve as preparation for the MP Director's Management Review (DMR), After Action Review (AAR) and, CMR meetings. EDMRs will be scheduled for approximately fifteen (15) business days after the end of the quarter. Briefings will follow the templates provided by the ENV DIV Review Meeting POC and will be due typically four (4) days before the EDMR.

- NPMs will brief at the October and April EDMRs.
- MSCs will brief at the January and July EDMRs.

Bimonthly ENV Programs teleconferences.

- The ENV DIV will schedule informal teleconferences for the second Wednesday of every other month (unless it conflicts with an EDMR).
- MSCs will submit agenda topics to the ENV DIV Review Meeting POC no later than (NLT) one week in advance of each meeting.

Ms. Ashley Elder, ashley.s.elder@usace.army.mil, is the ENV DIV Review meetings POC.

10.3.5. Current Fiscal Year Environmental Portfolio Oversight Budget Execution.
MSCs will execute labor and non-labor portions of the current fiscal year EPO budget to ensure each stakeholder pays their fair share of the EPO budget as established by the ENV DIV and the EPO funding model.

The ENV DIV provides an MSC Budget Summary sheet to ensure fiscal compliance within the EPO funding model.

The MSCs will use the MSC Budget Summary sheet provided by the ENV DIV EPO Budget Execution POC to execute funding appropriately and obligate funding by the end of the fiscal year (FY).

MSCs will send current fiscal year EPO Budget Execution reports (labor and non-labor) to the ENV DIV EPO Budget Execution POC NLT the fifth (5th) business day after the end of each quarter. The ENV DIV EPO Budget Execution POC will provide a template to the MSCs.

EPO Budget Quarterly Obligation Targets for labor/non-labor (actual obligations/planned budget) are as follows, by quarter:

- 1Q – 28 percent.

- 2Q – 55 percent.
- 3Q – 80 percent.
- 4Q – 100 percent.

MSCs will assist HQ in the management of the EPO Revolving Account (EPORA) to ensure that district/center allocations are paid with the appropriate funds and to review any reallocations. Once finalized, the ENV DIV will publish the annual fiscal year guidance and posted it to the EPORA SharePoint site.

The EPORA SharePoint site: https://usace.dps.mil/sites/INTRA-HQ/SitePages/EPORA.aspx. The ENV DIV POC for the Current Fiscal Year EPO Budget Execution is Ms. Barbara Church, barbara.j.church@usace.army.mil. The ENV DIV POC for the EPORA is Ms. Tannesia Rolley, tannesia.rolley@usace.army.mil.

10.3.6. Future Fiscal Year Environmental Portfolio Oversight Budget Development.
MSCs will assist the ENV DIV in developing the future EPO Budget. The future fiscal year will be developed using the above future fiscal year plus five workload projections.

Listed below are the tasks and timeframes in which MSCs will be expected to engage.

Due No Later Than (NLT)	Action
31 January	Provide feedback on the MSC Full Time Equivalent (FTE) Distribution Table.
28 February	Provide budget requirements (template to be provided).
31 March	Provide feedback on MSC budget summary.
31 May	Provide feedback on EPORA allocations.
15 August	Coordinate EPORA allocations with local stakeholders.

The ENV DIV POC for the Future Fiscal EPO Budget Development is Ms. Barbara Church, barbara.j.church@usace.army.mil.

10.3.7. Military Interdepartmental Purchase Requests.
HQ financial POCs on Military Interdepartmental Purchase Requests (MIPRS) are as follows: Ms. Joanna Tolentino, joanna.s.tolentino@usace.army.mil, on incoming MIPRs and Ms. Kimberly Baudy-Patterson, kimberly.c.baudy-patterson@usace.army.mil, on outgoing MIPRs.

The correct address for ENV DIV MIPRs is:
 HQUSACE (CEMP-CE),
 441 G St NW,

Washington, DC 20314.

The ENV DIV Program Analysts are Ms. Barbara Church, barbara.j.church@usace.army.mil; and Ms. Rosa Rodriguez, rosa.g.rodriguez@usace.army.mil.

10.3.8. Future Plus Five Fiscal Year Workload Projections.
MSCs and NPMs will work together within the timeline below to come to agreement on future fiscal year district/center-level plus five-year projected annual obligations. These projections will feed other reporting requirements, including the REAMP, EDMR/DMR, Integrated Command Resource Information (ICRI), USACE Command Guidance (UCG), EPO Budget, and the End of Fiscal Year Report.

Listed below are the tasks and timeframes in which MSCs and NPMs will be expected to engage.

Due NLT	Action
31 October	MSCs will provide district/center projections to the ENV DIV Workload Projection POC using the template provided on the EPORA SharePoint site.
15 December	NPMs will review and coordinate with MSCs/districts/centers to finalize projections and provide to the ENV DIV Workload Projection POC.
Periodically	MSCs and NPMs will be asked to provide feedback on a web-based workload projection tool to be developed.

The EPORA SharePoint site: https://usace.dps.mil/sites/INTRA-HQ/SitePages/EPORA.aspx. The ENV DIV POC for the Workload Projections is Ms. Ashley Elder, ashley.s.elder@usace.army.mil.

10.3.9. Workload / Workforce Assessment.
MSCs/districts will develop their ENV Workload / Workforce (WL/WF) Assessment for the current fiscal year plus two in accordance with OPORD 2013-26. and submit the analysis to ENV DIV through the REAMP. MSCs will use the Directorate of Human Resources (CEHR) templates in their REAMPs (please refer to paragraph 10.3.10) for their WL/WF Assessment section.

The CEHR will provide specific WL/WF Assessment guidance and templates on the team's SharePoint site. This site will be linked on the REAMP SharePoint site once available.

The ENV DIV WL/WF Assessment information is located within the REAMP SharePoint site: https://usace.dps.mil/sites/INTRA-HQ/SitePages/REAMP.aspx. The ENV DIV WL/WF Assessment POC is Ms. Ashley Elder, ashley.s.elder@usace.army.mil.

10.3.10. Regional Environmental Acquisition and Management Plan.

Regional Environmental Acquisition and Management Plan (REAMPs) include organizational information divided into three main elements:

- Workload History and Projections.
- Workforce Evaluations.
- MSC/District Acquisition Strategy.

Summaries of how the three main elements combine will lead to successful stakeholder program execution. Each MSC is expected to follow the ENV DIV-provided templates without changing what is given. Modifying the provided template hinders the analysis process and decreases data completeness and accuracy thus lowering data reliability.

ENV DIV will post the REAMP template to the REAMP SharePoint site by the end of October.

MSCs will post their completed final REAMPs to the REAMP SharePoint site by the suspense date, which is usually by the first of March. The completed final REAMPs will have multiple parts to include, but not limited to:

- The Future Plus Five Fiscal Year Workload Projections (IAW para 10.3.8.).
- The WL/WF Assessment (IAW para 10.3.9).
  - MSCs will submit the future fiscal year plus two WL/WF Assessment required information via the CEHR process, as described in para 10.3.9.
  - MSC/district WL/WF Assessment data is typically due at the end of January.

MSCs/districts will consider the REAMP throughout execution during the FY. ENV DIV and the Environmental CAWG (para 10.3.2) will use REAMPs in decision making, including the review of the requirements validation process, or Command Service Executive (CSE) requests (para 10.3.11).

The ENV DIV REAMP POC will post the REAMP rollup summary to the REAMP SharePoint site. The REAMP SharePoint site: https://usace.dps.mil/sites/INTRA-HQ/SitePages/REAMP.aspx. The ENV DIV REAMP POC is Ms. Ashley Elder, ashley.s.elder@usace.army.mil.

10.3.11. Requirements Validation Processes, or Command Service Executive Requests.

MSCs/districts will follow the latest guidance on requirements validation, also referred to as Command Service Executive (CSE) requests. Current MP and ENV DIV policies and

process are reflected in the Environmental section of the References.

MSCs/districts will include CSEs anticipated for the current fiscal year in their REAMPs and out brief those requirements to the Environmental CAWG at the in-person CAWG meeting.

The ENV DIV CSE information is located within the Environmental CAWG SharePoint site: https://usace.dps.mil/sites/INTRA-HQ/SitePages/CAWG.aspx. Ms. Ashley Elder, ashley.s.elder@usace.army.mil, is the ENV CSE POC.

10.3.12. Military Construction and Sustainment, Restoration, and Modernization Requirements.

Military Munitions Response Program (MMRP) roles and responsibilities are established in ER 1110-1-8153, "Military Munitions Support Services", also listed in the Environmental section of the References paragraph. Prior to execution of a MILCON or Sustainment, Restoration, and Modernization (SRM) project, MSCs/districts shall ensure all required HTRW, and military munitions evaluations and coordination address the potential for unexploded ordnance (UXO) or other ENV issues associated with the MILCON or SRM site are performed.

MSCs/districts shall ensure that PM districts involve one of the Military Munitions Design Centers or the Environmental and Munitions Center of Expertise (EMCX) in any assessment of the property, including preparation of Probability Assessments and other required documentation, in accordance with Explosives Safety requirements set forth in EM 385-1-97. The reviews will support completion of checklists in, ER 415-1-11, "Biddability, Constructability, Operability, Environmental and Sustainability (BCOES) Reviews." Review will be performed prior to construction contract award for each authorized MILCON and SRM project. References are also listed in the Environmental section of the References paragraph.

The proponent for the MILCON or SRM project shall be responsible for any necessary MMRP or other ENV responses necessary to allow for construction of the MILCON or SRM project, which should be included in initial work authorization, or modifications will be required to address unaccounted issues that arise.

The ENV DIV MMRP POC is Ms. Nicole Toth, nicole.l.toth@usace.army.mil.

10.3.13. Per- and Polyfluoroalkyl Substances.

Each MSC/district Commander will obtain work approval from their aligned directorate (MP, CW, or Engineer Research and Development Center [ERDC]) prior to accepting or beginning any Per-and Polyfluoroalkyl Substances (PFAS)-related work, in accordance with USACE Daily Tasking Order 21-04-26, the Commanding General's policy on PFAS Work Acceptance Requirements, also listed in the Environmental section of the

References paragraph. If approved to conduct the proposed work, project delivery teams (PDTs) in MP and CW will engage the EMCX for review of draft performance work statements, draft quality assurance project plans, and draft reports for pre-investigation, investigation, removal, and remedial phases.

The EMCX will ensure technical consistency and the use of up-to-date approaches to address PFAS. PDTs will provide project funding unless program funding has already been made available to the EMCX and account for review.

Ms. Nicole Toth, nicole.l.toth@usace.army.mil, is the ENV DIV PFAS POC.

10.3.14. Strategic Communication.

MSCs/districts are encouraged to engage with their local PAO to achieve the following desired communication outcomes for both internal and external audiences.

Vertical Team Situational Awareness. MSCs/districts will support vertical team understanding of ENV project challenges and possible adverse media coverage/public perceptions.

- MSCs/districts will engage local PAOs to ensure situation-specific messaging is developed and shared via email, phone, and/or briefings with vertical team to maximize visibility and responsiveness to potential situations.
- Timely communication from MSCs/districts ensures vertical team alignment and enables the vertical team to identify key leadership engagements, public engagement opportunities, and develop/implement effective communication strategies to maximize transparency.
- MSCs/districts will manage internal and external expectations regarding upcoming changes to ENV projects and inform their local PAOs and the vertical team as soon as possible of upcoming significant changes and communications strategy.

Project Successes. MSCs/districts will support increased public understanding of project successes and engage their local PAOs to develop content for local media engagements, news articles, social media content, and web updates. MSCs/districts will share this information vertically for further amplification in enterprise publications (see below) and for possible utilization in senior leader briefings.

Publications. MSCs/districts will proactively identify opportunities to engage with local, regional, and/or national media and public through their local PAOs.

- MSCs/districts will report the engagements initiated and the results through Public Affairs channels to the ENV DIV PAO.
- MSCs/districts will provide environmental articles of interest to the managing editor of The Corps Environment at [Corps-Environment-](#)

Magazine@usace.army.mil. Article submission deadlines for publications are 15 December, 15 March, 15 June, and 15 September.

External Webpages. MSCs/districts will ensure all project webpages that provide information to the public are housed on an official "army.mil" site. If current project webpages are not, MSCs/districts need to migrate the content onto the appropriate platform, which is hosted by the Web Enterprise Business Program.

- No contract should authorize the creation of a public webpage on any platform other than the Web Enterprise Business Platform or Corporate Information Office (CIO) servers without consultation with CIO and PAO.
- All users are required to take the USACE External Operation Presence training before posting information to a public facing website. The POCs for these actions are hqwebmaster@usace.army.mil or Oshawn.Jefferson@usace.army.mil.

USACE ENV News Clips. MSCs/Districts can access daily ENV news clips on the Environmental COP SharePoint site: https://usace.dps.mil/sites/KMP-EQC/SitePages/News-Clips.aspx. Ms. Jenn Miller, jennifer.s.miller@usace.army.mil, is the ENV DIV Strategic Communications POC.

10.3.15. USACE Command Guidance Metrics.
MSCs/districts will meet the requirements associated with the ENV Programs MP metrics: 01, and 12-15. Target goals are displayed on the ENV DIV Data Quality SharePoint site: https://usace.dps.mil/sites/INTRA-HQ/SitePages/Environmental-Data-Quality.aspx

The annual UCG metrics are published to the HQ Intranet SharePoint: https://usace.dps.mil/sites/INTRA-HQ/SitePages/CG.aspx.

The ENV DIV UCG POC is Ms. Ashley Elder, ashley.s.elder@usace.army.mil.

11. Installation Readiness Division.
The Installation Readiness Division mission is to provide engineering solutions for America's installations and the Nation by expanding the technical expertise of the installation community and applying USACE technical and contract capabilities to plan, operate, maintain, restore, and modernize our military infrastructure. The IRD vision is to support the military strategic readiness and other federal stakeholders by providing technical leadership, expertise, and infrastructure related engineering that deliver modern, secure, sustainable, resilient installations. The mission consists of the following:

- Facilities Engineering
- Master Planning
- Sustainment, Restoration, and Modernization (SRM)

- Energy Management
- Facilities Planning and Programming
- Engineering Capability Integration
- Mission Assurance
- Power Reliability Enhancement Program (PREP)

Execution

- IRD provides enterprise oversight, technical assistance, and expertise on reimbursable programs in support of public works organizations throughout DoD.

- The USACE Installation Readiness Division Programs include the range of services defined in AR 420-1: Chapter 2-27 thru 2-31, Section V, U.S. Army Corps of Engineers Installation Support Services; Chapter 10, Military Installation Master Planning; Chapter 22, Army Energy and Water Management Program; Chapters 23, Utility Services; Chapter 24, Acquisition and Sales of Utility Services; and comparable guidance from other supported services and DoD Agencies. The USACE IRD Program supports these five (5) Mission lines:

  o Technical Expertise in Support of the Execution of Military Construction and Real Estate, including Installation Master Planning, Program Administration and Execution (PAX) System, and Mission Assurance/Defense Critical Infrastructure (MA/DCI).
  o Army Level Identification, Definition, and Validation (I-D-V) of Infrastructure and Facility Requirements against current and future requirements to meet the needs of the Army's Mission and assist in the development of standards and criteria to implement military construction.
  o National Program Managers (NPMs) for the Sustainment Management Systems (SMS): SMS suite of facility/asset management tools, which includes BUILDER, ROOFER, PAVER, RAILER, FUELER, and UTILITIES; SRM Program; Base Operation Services (BOS) support Mission Assurance; and the Army Control Systems Program Development.
  o USACE Energy Management Program, Energy Savings Performance Contracts (ESPCs)/Utility Energy Services Contracts (UESCs), Army Metering Program (AMP), Commercial Utilities Program (CUP), and others. This includes support to the Army Office of Energy Initiatives (OEI).
  o Public Works Professional Development, Communications & Outreach (Public Works Training and DoD Master Planning Institute (MPI) through the USACE Learning Center (ULC); and the Public Works Digest).
- IRD focuses on building and sustaining technical expertise of community members who manage and oversee a number of programs and initiatives in conjunction with the Assistant Secretary of the Army (Installations, Energy and Environment) (ASA IE&E), Deputy Chief of Staff G-

9(Installations), the Army Materiel Command (AMC), the Installation Management Command (IMCOM), Army Land Holding Commands, Army staff, Army Service Component Commands, Direct Report units and other military organizations.

Roles and Responsibilities

HQUSACE Office and Directorates
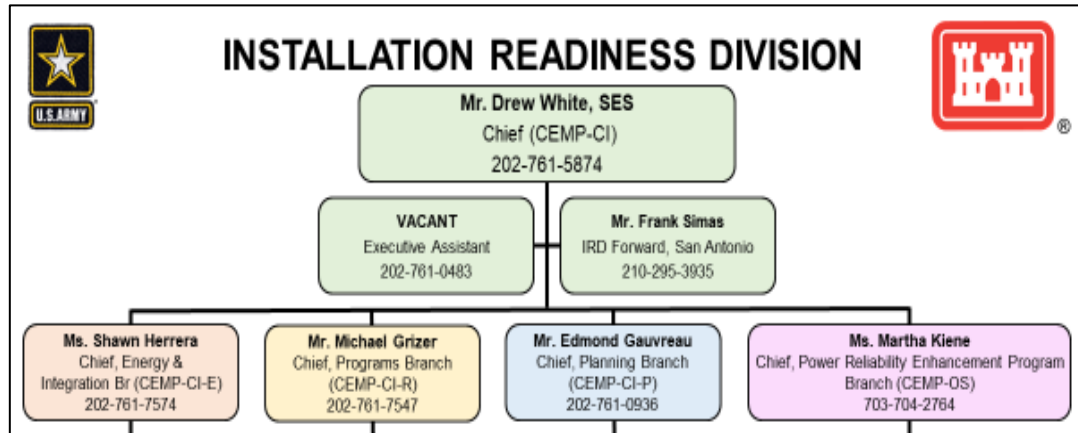
- SRM Program:
  - Quarterly: Military Programs FY23 SRM Reporting; MSCs and HNC shall provide quarterly updates on program pre-award execution including status of funds received and projected award dates. The MSCs, their subordinate Districts, and HNC shall also review and update project records in P2 and RMS quarterly to provide IRD post award status updates. The SRM program is briefed quarterly at the Military Programs Quarterly Directorate Management Review (DMR).
  - Monthly: FY23 Commanding General High Priority Project List Update. Major Subordinate Commands (MSCs) and Huntsville Center (HNC) with high priority SRM project(s) identified by the USACE Commanding General shall review and update project records in P2 and RMS monthly. Installation Readiness shall provide CG high priority project list update monthly to MSCs and HNC with identified SRM projects. MSCs and HNC shall provide updates on these projects at the beginning of each month per the directions provided by the PID. Additionally, the Army's Facilities Investment Plan (FIP) status is briefed monthly to senior leaders from HQDA, AMC, IMCOM, and USACE.
  - Biweekly: FY22 IMCOM centrally funded FIP updates. IMCOM issues an updated list bi-weekly. Other supported services and DoD Agencies provided less frequent updates. MSCs and HNC shall work with the IRD SRM Program Managers to track and update the project assignments, project approvals, and pre-award schedule for projects >$2M. MSCs and HNC are required to submit the minimum data requirements outlined in DPM 20-05 listed in the

references. IRD will provide inputs to the biweekly FIP Action Officers (FIP AO) updates as needed or as requested.

- Job Order Contracting (JOC): IRD will work to secure funding in FY23 to update the JOC Guide, following final approval of the updated JOC Army Federal Acquisition Regulation Supplement (AFARS) section. In future years, following update of the JOC Guide, IRD will develop a JOC PROSPECT Course and standardized JOC templates.

- Mission Assurance: USACE Mission Assurance provides USACE enterprise engineering capabilities, expertise, and solutions to reduce risk to Defense Critical Infrastructure (DCI) across the DoD that support strategic missions. The IRD Mission Assurance and DCI Program Manager focuses on how USACE enables the mission assurance of DoD Components, Agencies, and stakeholders. IRD integrates key USACE capabilities into Army and Joint Mission Assurance Assessments to enhance the energy resilience and cybersecurity of Army DCI. Installation Readiness Division MEF: Provide installation DCI awareness and reporting on Tier 1 and Tier 2 Task Critical Assets (TCA) and Defense Critical Assets (DCA) with USACE construction, mitigation, response, and recovery equities to USACE Senior Leaders, HQDA, and all appropriate DoD Components including the mission impact of TCAs' and DCAs' operational status changes and mitigation measures.

- The Army Control Systems Program Development:
  o USACE aligns capabilities to assist in leading and developing the Army Control Systems Program, to include research and development, standards and specifications, sustainment, lifecycle and category management, acquisition, training, cybersecurity, and data analysis, supported by policy/policy analysis, resource planning, and program management.
  o Through programmatic and technical expertise, USACE integrates research and development and centers of expertise with stakeholder control systems requirements, including proof of concept projects.
  o Provide cybersecurity and facility engineering expertise, USACE executes Army Staff (ARSTAF), Land Holding Command, and Asset Owner critical infrastructure assessments and mitigation planning and execution.
  o Referencing the Army's Installation Strategy, USACE drives smart technology development and integration for Army installations, Reserve, and National Guard centers.
  o USACE remains a key stakeholder and leader in Army Senior Leader Governance Forums addressing critical infrastructure protection and cybersecurity for Facility-Related, Industrial, and National Critical Infrastructure Control Systems.

- Joint Program Executive Office Armaments & Ammunition (JPEO A&A):
  o The USACE National Program Manager for initiated program

execution of the five-year, $2.2B facilities and infrastructure modernization program. USACE provides professional services including construction S&A, planning, programming, technical review, and/or contracting. This program will involve three different Districts: NAO, NWO, and NWK in two Divisions, NAD and NWD. SAD has executed a transfer of responsibility to NAD for projects in this program at Holston AAP (SAD) to NAD

- o Districts will execute 7600A Support Agreements, General Terms & Conditions, at a minimum, for each project offered by JPEO and accepted by the District. Districts have primary responsibility for coordination of all USACE activities in their AOR. Center of Expertise (CSXs) and Mandatory Center of Expertise (MCXs) will coordinate directly with the District.
- o Divisions will provide oversight and support to inter-District/CSX/MCX efforts and agreements.
- Sustainment Management System (SMS) (BUILDER, PAVER, ROOFER, RAILER, FUELER, and UTILITIES): Consolidation of legacy SMS modules is ongoing with initial Enterprise SMS support deployed for fuels and full transition (BUILDER) targeted for FY 2023. Program funding and oversight is also being consolidated via interservice memoranda to support the presidential budget directive, with HQDA G9 to receive and direct SMS sustainment funding to USACE. OMB policy memo M-20-03 has created significant interest and potential support for adoption of SMS by additional Federal agencies
- Virtual Test bed for Installation Management Effectiveness (VTIME): The VTIME PDT (Construction Engineer Research Laboratory (CERL), Assistant Chief of Staff for Installation Management (ACSIM), OSD, and HQUSACE) continues work to support the development of future POM cycles. CERL continues to work tool requirements to ensure integration of SMS BUILDER data into Installation Status Report (ISR)
- Combat Readiness Support Team:
  - o Sustainable Range Modernization (VSRM) and Training Range Operations (VSCW) MDEP FY23 Spend Plan Submission: Submission from Huntsville Center Range and Training Land Program adjustments to their original submitted monthly Obligation Plans for consolidation and coordination with HQ RM for their submission to Army Budget Office. This adjustment to the Spend Plan must reflect achieving the 80/20 Obligation target by 31 July for each Program.
  - o Support Facility Annexes: Coordinate with CEMP-CI-P, Army Futures Command and Installation Management Command to complete Support Facility Annexes (SFAs) per assigned schedule to support Army Modernization.
- IS Professional of the Year: MSCs/Districts shall submit candidates to leadership for the Installation Support Professional of the Year in the 2nd and 3rd quarters of the FY to IRD in accordance with IRD annual guidance and direction

- Energy – CUP: In collaboration with the Office of the Assistant Secretary of the Army for Installations, Energy, and Environment and its Office of Energy Initiatives (OEI), USACE participates in the Army's 06/GS-15 Utilities Procurement Working Group that is developing the Army's Energy Procurement Optimization Strategy.
- Energy Army Energy and Utility Program Restoration and Modernization (QUTM) MDEP:
  - QUTM MDEP FY23 Spend Plan Funding Letter/Appropriation Adjustment Submission: Submission from Huntsville Center for the Army Metering Program under SAG 132 and ESPC, UESC program and CUP and Demand Response (D/R) Program adjustments under SAG 131 to their original submitted FY23 monthly Obligation Plans to be submitted to CEMP-CI-E NLT 15 Jan 2023 for consolidation and coordination with HQ RM for their submission to Army Budget Office. This adjustment to the Spend Plan must achieve the 80/20 Obligation target by 31 July for each of the Programs.
  - QUTM MDEP FY24-28 Command Program Objective Memorandum (POM) Requirements: Submission from Huntsville Center for the AMP, ESPC, UESC, CUP, and D/R Program, updates to their Total and Critical funding requirements spreadsheet to CEMP-CI-E NLT 31 July 2023 for consolidation and coordination with DA G9 QUTM Program Manager and HQUSACE RM POM POCs. This information will be used to coordinate adjustments to the POM USACE Command requirements in support of the OACSIM Requirements Build Process Meetings with the Quarterbacks, Champions and Co-Chairs needs and questions
- Master Planning: Planning Center Validation Visits will be conducted virtually at three (3) centers during FY23 – exact dates and locations to be determined.
- Regional Master Planning Support Centers: Each center will update current workload, projects, contract capacity, and critical program information to CEMP-CI-P by the end of each FY quarter (31 Dec, 31 March, 30 June and 30 September). Format will be as specified by Planning Branch using USACE enterprise project system.
- PAX System: National Program Managers for each stakeholder using PAX will coordinate funding and system requirements with the PAX National Program Manager.
- PREP: Provide unparalleled power reliability subject matter expertise to the Department of Defense's most critical infrastructure. Establishes utility design criteria and standards, evaluates facilities and systems performance, and serves as a focal point to resolve reliability issues and mitigate risks.

POCs: Planning Branch (CEMP-CI-P) is Mr. Edmond Gauvreau, Branch Chief, IS, (202) 761-0936, Email: Edmond.G.Gauvreau@usace.army.mil; Programs

Branch (CEMP-CI-I) is Mr. Michael J. Grizer, Branch Chief, IS, (202) 761- 7547, Email: Michael.J.Grizer@usace.army.mil; Energy Programs Integration Branch (CEMP-CI-EP) is Ms. Shawn Herrera, Branch Chief, IS, 202-761-7574, Email: shawn.herrera@usace.army.mil; Power Reliability Enhancement Program (PREP) is Ms. Marth Kiene, Branch Chief, IS, (703) 428-6767, Email: martha.e.kiene@usace.army.mil; and Chief, Headquarters USACE IRD San Antonio Office is Mr. Frank Simas, (210) 861-1998, Email: Francisco.O.Simas@usace.army.mil.

12. Interagency and International Services.
The Interagency and International Services (IIS) integrates capabilities and expertise across the enterprise in all mission areas to deliver valued advisory, technical, and engineering solutions to joint, interagency, intergovernmental, multilateral/multinational, state and local government, tribal nation, U.S. private sector, international and non-governmental organizations, and select DoD and DA stakeholders at home and abroad to achieve national security and/or stakeholder strategic objectives and requested outcomes.

The Corps' IIS efforts enable our partners and stakeholders to focus on their primary mission goals and objectives to achieve the strategic outcomes set forth in the National Security Strategy and other national strategic documents, build and maintain effective partnerships at home and abroad, and advance America's interest and values. The Corps possesses global vision, reach, and presence and is recognized internationally for its broad capabilities in sustainable engineering, technical assistance, and scientific research. USACE pursues interagency and international activities as an integral part of its mission, achieving the nation's interests working in partnership with governmental and non-governmental agencies, community leaders, commercial and academic partners around the world.

IIS activities are defined as having one or more of the following characteristics: not a Civil Works/Military Programs statutory or an executive agent responsibility; requires a Memorandum of Agreement (MOA), General Terms and Conditions (GT&C) agreement, Memorandum of Understanding (MOU), Letter of Offer and Acceptance (LOA), Cooperative Research and Development Agreement, or other formal agreement; supports the achievement of a stakeholder function or objective; does not support the achievement of a USACE statutory mission or not associated with a federally funded Civil Works project; does not include Operations and Maintenance (O&M) or MILCON activities; does not support a FEMA-directed Emergency Support Function #3 mission; not otherwise assigned to another USACE activity for oversight; and delivered on a reimbursable basis. IIS directly supports Objective 1a (Support Combatant Commands' security activities and efforts of other U.S. government agencies around the globe to advance our Nation's interests) and Objective 3d (Strengthen Domestic Interagency Support) of the USACE Campaign Plan.

IIS serves as a leader in leveraging science, technology, and geospatial applications and an integrator for applying ERDC, Army Geospatial Center (AGC), Institute of Water Resources (IWR), and other USACE capabilities to a broad stakeholder base as a means to deliver effective and adaptable enterprise solutions that achieve Joint Interagency Intergovernmental Multination JIIM stakeholder desired effects. Maintenance of an effective Community of Practice (CoP) is critical to enhancing the exchange of information and improving organizational performance as it relates to institutionalization and administration/oversight of IIS ethos, delivery methods, career development (skills, training, education, and experience), processes, and products. Geographic MSCs are responsible for IIS activities associated with or conducted within their respective AOR and will work with CEMP-CN as necessary to comply with existing policies specified IAW References A1-C7. Functional MSCs, Centers, Laboratories, and Field Operating Activities (FOAs) will coordinate all planned and ongoing activities with the respective MSC with assigned responsibility for the region in which the activity will occur.

Interagency and International Services activities occur following the approval and acceptance of work from stakeholders. Approval authority will be at the MSC Commander/ HQUSACE Director/ ASA(CW) level as prescribed by ER 1140-1-211 (Reference a1). Management and execution will be performed at the geographic or functional MSC, Center, Laboratory, or FOA.

Service delivery occurs both internationally and domestically and typically falls in one the following categories: Major construction, Minor construction, Facility maintenance and repair, Research and Development (R&D),Science, Technology, and Geospatial information and engineering applications and services, and Technical services like Real estate, Program and project management, Planning and design, Technical assistance, training and advisory support, Master planning, Integrated Water Resource Management (IWRM), Disaster risk management and resilience, Energy and environment, and Cost engineering.

The development and implementation of aligned strategic engagement and communication plans are key to developing new relationships, sustaining, and enhancing existing relationships, facilitating situational awareness and coordination among USACE elements within the organization, and optimizing outcomes of engagement activities. HQUSACE IIS retained oversight of the following:

- IIS provides oversight, as defined in paragraph 2) below, for the following enterprise partners:
  - Department of Veterans Affairs (DVA)
  - Customs and Border Protection (CBP)
  - Arlington National Cemetery (ANC)
  - Millennium Challenge Corporation (MCC)
  - Intelligence Community (IC)
  - U.S. Department of Agriculture (USDA), Agricultural Research Service (ARS)
  - Indian Health Service (IHS)

- o U.S. Department of Health and Human Services (HHS)
- o National Aeronautics and Space Administration (NASA)
- o United States Maritime Administration (MARAD)
- o Support to outside agency's Inspector Generals (IG)
- o North Atlantic Treaty Organization (NATO) Security Investment Program (NSIP)

- For the programs listed above, HQUSACE IIS oversight includes but is not limited to:
  - o Issuing Directives to authorize MSCs to begin all phases of work through the DIRNET system or through funding memoranda.
  - o Signing all GT&Cs, MOAs, 7600As, and 7600B Interagency Agreement forms.
  - o Providing funds management.
  - o Developing and maintaining an Enterprise Program Management Plan, and other programmatic guidance.
  - o Maintaining up-to-date information on the program, in order to immediately address programmatic and project-level inquiries posed by senior representatives from internal and external agencies.
  - o Facilitating the Senior Executive Review Group (SERG) meetings, setting the agenda and participant list. Assessing the health of USACE's relationships at the executive level and the adequacy of USACE services provided.
  - o Review's legislative authority and language in NDAA pertaining to programs
  - o Provides support to combatant commands in program management and oversight capacities.
  - o Manages integrated program team meetings across all DoD service components to resolve programmatic challenges.
- HQUSACE IIS also provides direct management of the following:
  - o WRDA Section 234
  - o International Support, Other (XISQ) Army MDEP (Miscellaneous Support to Other Nations)
  - o Civil-Military Emergency Preparedness (CMEP)
  - o Foreign Military Sales (FMS)
  - o Department of State – Bureau of Oceans and International Environmental and Scientific Affairs – Office of Conservation and Water (DOS/OES/ECW)

Policy on Security Assistance Funding and Limitations:
- Funding for SA activities requiring a LOA (also called a Case) is resourced through FMS Admin surcharge and the LOA. FMS Admin surcharge, allocated by DASA(DE&C), can be applied to activities associated with business sustainment, training, LOA development, select execution and closure responsibilities, and travel. SA LOA funding can be applied to activities associated with project execution. USACE program/project managers are required to report all SA projects as defined in Section 9.3.1 (USACE SA cases and non-USACE SA cases) to the Security Assistance Branch Chief.

- FMS Admin and LOA funding shall not be applied to any activity not pre-approved by HQ CEMP-CN Security Assistance Branch Chief as part of the budget/POM submission. LOA funding shall not be applied to any activity outside the scope of the LOA. MSC/District/Field Office requests for clarification regarding the application of FMS Admin or LOA funding should be sent to the HQ USACE SA Branch Deputy Program Manager via the MSC.

Application of Value Engineering (VE) to SA Activities: VE is not required on FMS projects which are host nation funded projects. VE is a requirement on Foreign Military Financing (FMF) projects. USACE VE Policy is to be followed.

Roles and Responsibilities:
Headquarters USACE Directorate of Military Missions, Interagency and International Services Division (CEMP-CN), Interagency and International Services Branch
- Lead the development, coordination, dissemination, refinement, and implementation oversight of IIS strategy, policy, guidance, processes, tools, authorities, and resources to enable effective delivery of IIS services across the enterprise.
- Serve as the Champion and lead for Objectives 1a and 3d of the USACE Campaign Plan (UCP) and work ICW CEMP Program Integration Division (CEMP-PID) and the Strategy and Integration Office (SIO) to carry out the required UCP duties and tasks including the development, coordination, and implementation of Objective 1a and 3d strategy, actions, milestones and decision points, and performance measures.
- Engage with SIO IIS representative on performance of strategic, trend, and enterprise relationship analysis and evaluation. Develop recommendations to senior leadership on future direction and requirements, potential opportunities and challenges, and resource, capability, competency, and R&D/S&T implications.
- Serve as the Headquarters proponent for assigned Geographic and Functional Combatant Command (CCMD) and Army Service Component Command (ASCC) liaison officers (LNOs). Work by, with, and through the MSCs to provide strategic direction, policy, and guidance to the LNOs based on enterprise and JIIM objectives, establish professional development requirements, and integrate the LNOs into the IIS CoP.
- In coordination with DCO/G3, develop a new LNO in-processing standard operating procedure (SOP) for functional and geographic Combatant Commands (CCMD)/ Army Service Component Commands (ASCC) LNOs. Schedule and participate in all new LNO in-processing activities in accordance with the published SOP.
- In coordination with the protocol officer, CECW, CECO, and the USACE security office, lead the planning and coordination of IIS-related foreign delegations to HQUSACE including: visitor clearance coordination; content development based on delegation requirements and objectives; transition planning for delegation visits to MSCs or other USACE organizations; follow-up actions; and assurance

that delegation activities are in compliance with DoD, Army, and interagency regulations, processes, and procedures and are sensitive to the national traditions and customs of delegation personnel.

- Coordinate with CECW and CECO monthly to obtain situational awareness of all planned international delegation visit NLT one month prior to the date of the event. Ensure preparation and submittal of an EXSUM is completed NLT one week after completion of the delegation visit including list of attendees, purpose, outcomes, and action items/next steps for input into Reach Back Engineer Data Integration system (REDi) and Global Theater Security Cooperation Management Information System (GTSCMIS).
- In coordination with CECW, manage the annual funding from Section 234 of the Water Resources Development Act of 1996 (33 U.S.C. 2323a), in accordance with the Section 234 Policy Memo dated 07 May 13, including coordination, validation, and prioritization of annual budget requirements, management of execution, and participation in governance team meetings.
- Conduct bi-annual update briefings to the Assistant Secretary of the Army for Civil Works (ASA(CW)) on USACE IIS activities and status of international agreements.
- Conduct programmatic update briefings to Deputy Assistant Secretary of Defense for Construction and Acting Principal Deputy Assistant Secretary of Defense for Installations on international programmatic agreements.
- In coordination with ASA(CW), coordinate, staff, and obtain signature for USACE international agreements. Identify, address, and overcome institutional barriers to concluding international agreements in a responsive manner to meet stakeholder requirements.
- Coordinate, lead, assist with, and provide guidance on the development and maintenance of national level agreements with Continental United States (CONUS) and Outside of Continental United State (OCONUS) JIIM stakeholders.
- Maintain a catalog of all USACE agreements and templates on the IIS SharePoint site.
- Lead the development and implementation of enterprise IIS CCG and Key Performance Indicator (KPI) performance measures. ICW/CEMP-PID, MSCs, Functional MSCs, Centers, Laboratories, and FOAs, consolidate and report IIS activity information and performance measures at the quarterly Military Missions Directorate Management Review (DMR) and the Command Management Review (CMR).
- Implement tasks directed to CEMP-CN (IIS) in FRAGO 1 to Operations Order 2013-17, Engineer Common Operating Picture for Army Engineer Support to CCMDs.
- Engage with Army, OSD, and other DoD and interagency security cooperation stakeholders on matters pertaining to policy, resourcing, planning, and implementation.
- Develop and issue Civil-Military Emergency Preparedness (CMEP) policy and guidance, perform management oversight, and provide financial management

services to support MSC execution of planned CMEP and other Disaster Risk Management related international Security Cooperation events. Submit financial and programmatic reports to the Defense Security Cooperation Agency (DSCA) Institute for Security Governance (ISG) CMEP Program Manager and the Assistant Secretary of Defense, Partnership Strategy and Stability Operations, on a quarterly basis or as requested.

- Schedule and lead the IIS/LNO CoP teleconference at a minimum frequency of once a month.
- Schedule and lead biannual Combatant Command Focused Updates with the MSC, LNO and DCG-MIO.
- Coordinate through the HQ a biannual letter for each Combatant or Functional Commander from the Chief of Engineers as written by the LNO and approved by the MSC.
- Consolidate and submit IIS input for bi-weekly Military Missions SITREP.
- Coordinate with appropriate HQ Directorates to input all planned and ongoing 3D OCONUS steady-state activities into REDi and GTSCMIS. Update on a monthly basis.
- Maintain standard IIS reports and updated IIS P2 PIF, CIC, data dictionary, and data fields.
- Update and maintain the IIS website and SharePoint site. Ensure relevant IIS information, including agreement templates and a database of current and previous agreements, is accessible and current.
- Plan and conduct an annual IIS/LNO workshop.
- Proponent of the *Customer Relationship Management* CRM 224 PROSPECT Course.
- Complete the following annual End-of-FY Summary and ICRI Update.

Headquarters USACE Directorate of Military Missions, Interagency and International Services Division (CEMP-CN), Security Assistance Branch.

- Develop, update, and disseminate Security Assistance (SA) policy, guidance, processes, procedures, documentation formats, and clarification to questions and concerns. Maintain all documentation on the USACE SA Community Intranet site.
- Business Sustainment
  o Annually update Security Assistance components for the USACE Military Missions Operation Order as required.
  o Conduct annual Security Assistance Workshop with the USACE SA Community to review policies, case development, execution, closure, and FMS Admin/Case funding.
  o Coordinate and disseminate USACE SA Senior Leadership Engagements to the USACE SA Community.
- Pre-Letter of Request (Pre-LOR)
  o Contact the Chief of Security Assistance to discuss any new/ developing Letters of Request (LOR) or LOA and is responsible for assigning LORs to the appropriate SA Program Manager within the Security Assistance Branch

and ensuring that all LORs are sent to the appropriate FMS Division/District Program Manager within 5 days of receipt.

- LOA development Responsibilities
  - Track and coordinate Letters of Acceptance case development weekly.
  - Use the Defense SA Management System to develop Letters of Acceptance.
  - Develop Letters of Acceptance within 45-150 days of receiving the LOR 90% of the time. Develop remaining 10% within 150 days.
- Execution Responsibilities
  - Issue policy and guidance to USACE SA community on execution and reporting system requirements (e.g., P2 and QLIK Sense).
  - Receive from USACE systems and from the USACE SA community monthly updates on program execution such as pending modifications/amendments, design phase initiation, construction phase initiation, and closure phase initiation.
  - Conduct monthly meetings with USACE SA Community to review policies, guidance, execution, closure, and FMS Admin/Case funding.
  - Provide updates to support the quarterly Director Military Programs Management Review (DMR) with highlights of USACE SA Community milestones and projects to USACE.
  - Attend all Washington, D.C.-based SA Financial and Program Management Reviews as well as the annual CCMD Security Cooperation Management Reviews. Attend regional security assistance reviews as requested by the Division/ District/ DSCA/ Customer.
- Closure Responsibilities
  - Provide monthly USACE case closure updates to the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA (DE&C)) and DSCA.
  - Update DSCA's SCIP/ Army's Closure Case Closure Process Execution System (CCOPES) with closure status for cases within 6 months of estimated closure.
- Training Responsibilities:
  - Quarterly review to ensure USACE wide Security Cooperation workforce remains in compliance with NDAA 2019 Workforce Professionalization Certificate Program requirements. Including review of Position Description alignment with SC Workforce.
  - Develop and submit annual USACE request for training to DASA-DE&C and provide quarterly training updates.
  - Ensure USACE Security Assistance workforce maintain their Good Standing with satisfaction of Continuous Learning requirements. Monitor same every quarter.
- Align USACE policy and guidance with DSCA and DASA-DEC as it is disseminated to the Security Cooperation and Assistance Enterprise.
- Travel Responsibilities:
  - Develop and submit annual USACE travel justification funding request to DASA (DE&C).

- o Request submission of quarterly travel requirements from MSC/districts.
- FMS Administration Responsibilities
  - o Develop and disseminate guidance to USACE SA community on use of FMS Admin funding.
  - o Develop and provide USACE annual FMS Admin budget and future year Program Objective Memorandum (POM) submissions, including requests for Unfunded Requirements (UFRs) to DASA (DE&C) in accordance with DASA (DE&C) guidance. Provide obligation plan updates to DASA (DE&C) as requirements change.
  - o Allocate FMS Admin funding to divisions/districts, monitor execution, and adjust as required through funds reallocation. Provide minimum of monthly updates to DASA (DE&C) on FMS admin execution.

MSCs, Functional MSCs, Centers, Laboratories, and FOAs, supporting Interagency and International Branch.
- Submit all requests from State and Local entities under the Intergovernmental Cooperation Act, through CEMP-CN, for ASA(CW) approval. Work under this authority must be in accordance with the Interim Guidance on Services for Federal Agencies and State and Local Governments dated 08 February 2001 (See Reference 11). Upon approval, CEMP-CN will provide immediate notification to the MSC.
- Submit all MOAs and GT&Cs which are or have the potential to be trans-boundary or those that may impact national equities to CEMP-CN early in the development process to ensure appropriate coordination, content review, and determination of signatory level. All enterprise MOAs will be signed by a designated representative at HQUSACE.
- Submit all agreements, including those under the Foreign Assistance Act (FAA) Title 22 and WRDA Title 33, with foreign governments and international organizations to CEMP-CN to ensure appropriate content review and coordination with HQUSACE and ASA(CW) to determine appropriate signatory and to facilitate package completion and subsequent staffing through DoD and DoS.
- Evaluate all potential non-DoD reimbursable work in accordance with Engineering Regulation (ER) 1140-1-211. Reimbursable IIS work which satisfies the ER 1140-1-211 criteria and can be accomplished within the existing geographical boundaries can be accepted by MSC Commanders, or District Commanders if authorized.
- Submit all new regional MOAs and GT&Cs to CEMP-CN NLT 30 days after signature. MOAs will be posted to the IIS SharePoint site within 10 working days of receipt and incorporated into the MOA database.
- Provide CEMP-CN a written EXSUM of each planned international delegation visit NLT three weeks prior to the date of the event. The EXSUM shall describe the subject of the visit, key delegation members and USACE participants, and the primary objectives and intended outcomes of the event.

- ICW/USACE G2, obtain all appropriate clearances for international delegation visits.
- Implement the tasks as directed in FRAGO 1 to Operations Order 2013-17, Engineer Common Operating Picture for Army Engineer Support to CCMDs.
- Plan and execute all Civil-Military Emergency Preparedness (CMEP) events in coordination with the respective geographic CCMD and country team. Prepare and submit the following reports for each scheduled event to the HQ CMEP Program Manager: daily event reports, AAR, and storyboard.
- Code and enter all IIS projects into P2 in accordance with Reference A13. Update and review P2 entries monthly to ensure IIS project information is complete and accurately identified and coded.
- Record lat/long information for all IIS projects in P2 and RMS to facilitate graphic portrayal of IIS activities in REDi and associated Engineer Common Operating Picture.
- Report IIS activities at all MSC and District Program Review Boards.
- Manage IIS work following USACE governance and business policies and processes as appropriate, including assignment of a project manager, monitoring and accountability for costs and schedules, and upward reporting through the appropriate channels to HQUSACE.
- Participate in monthly IIS teleconferences held the first Tuesday of each month, 1500-1600 EST, in order to exchange best practices, keep up to date in current initiatives and resolve corporate challenges in the myriad of IIS Programs.
- Prepare for and brief the DCG-MIO biannually as a Combatant or Functional Command Focused Update ICW CEMP-CN and the assigned LNO.
- Prepare and submit to CEMP-CN a biannual letter for each Combatant or Functional Command with a USACE LNO for the Chief of Engineers to send to the CCMD Cdr.

MSCs supporting Assigned Security Assistance Responsibilities using the Security Assistance Branch
- Business Sustainment
  - Attend and execute any action items that come from the annual USACE Security Assistance Workshop with the USACE SA Community to review policies, case development, execution, closure, and FMS Admin/Case funding.
  - Submit feedback for USACE SA Senior Leadership Engagement request.
- Pre-LOR Responsibilities: Ensure that all LORs are submitted to the CEMP-CN SA Branch Deputy within 5 days of receipt.
- LOA development Responsibilities: Review LORs and LOAs and recommend improvements to HQ/Districts. Provide estimated schedule to HQ CEMP-CN SA Branch for completing the following program execution requirements including but not limited to the annual spend plan and quarterly updates, Manpower, and Travel Data Sheet (MTDS), and line-item description for each LOA.
- Execution Responsibilities

- Provide quarterly quality assurance consolidated on project briefing slides from districts to HQ CEMP-CN SA Branch in accordance with report standards guidance.
- Conduct Quality Assurance (QA) of monthly execution/P2 reports including review of schedule, budget, and quality on each phase of the contract and case execution. MSCs shall request changes to report standards to HQ in order to provide more (but not less) information than stated in HQ guidance for proper quality assurance.
- Submit request for case modifications/ amendments to HQ from District within two days of knowledge from the district.
- Attend monthly USACE SA Community meetings and execute any resulting action items.
- Submit quarterly quality assurance on all key district SA projects updates.
- Attend and present country case and contract execution status at Program Management Reviews (PMR) for countries within the MSC's AOR if required by HQ SA Branch. PMR presentations may be delegated to the District with a Division representative present.
- Verify projections of contract awards and contract administration requirements to HQ CEMP-CN SA Branch for incorporation into the annual FMS Admin budget submission to DASA (DE&C).
- Verify monthly contract award updates to HQ CEMP-CN SA Branch.
- Closure Responsibilities: Verify quarterly consolidated districts closure list provided to HQ SA Branch.
- Training Responsibilities
  - Conduct annual review of personnel Certification and Good Standing requirements in accordance with HQUSACE guidance.
  - Develop and submit consolidated districts/division training requests to HQ CEMP-CN SA Branch annually.
  - Notify HQUSACE of Security Assistance Workforce staffing impacts on Position Descriptions (PDs) such as new hires, vacancies, and departures as it occurs for HQUSACE to update the Security Assistance Workforce Database. Provide quarterly summaries of personnel changes impacting PDs.
  - Annually, review and report status of Position Description alignment with SC Workforce.
- Travel Responsibilities
  - Develop and submit consolidated division travel budget quarterly with justifications to HQ CEMP-CN SA Branch.
- FMS Admin Responsibilities
  - Conduct bi-weekly QA of division FMS Admin obligation status including review of planned vs. actual obligations.
  - Develop and submit consolidated districts/division UFR information for incorporation into HQ CEMP-CN SA Branch budget submission to DASA (DE&C).

Districts and Field Offices with Assigned Security Assistance Responsibilities supporting the Security Assistance Branch.

- Business Sustainment:
  - Attend USACE Security Assistance Workshop with the USACE SA Community to review policies, case development, execution, closure, and FMS Admin/Case funding.
- Pre-LOR Responsibilities: Submit all LORs through the District to the MSC within 1 day of receipt.
- LOA development Responsibilities: Submit MTDS and line-item description for each case within 5-10 days of receiving the LOR to the MSC.
- Execution Responsibilities:
  - Use automated reports to review weekly progress on contracts and cases for schedule, budget, and quality. Update reports as necessary to reflect changes.
  - Submit request for case modifications/amendments to HQ through the Division within five days of knowledge of the need.
  - Attend USACE SA Community meetings and execute any resulting action items.
  - Consolidate and submit highlights from five projects to the MSC for inclusion in the quarterly USACE SA report.
  - Districts shall attend non-contingency country PMRs for countries within District's AOR. Districts may be delegated authority from the MSC to present case execution status. If District is authorized, coordinate with the MSC and host of the PMR (typically DSCA) for any additional information needed before PMR.
  - Attend weekly USACE SA Community conference calls and execute any resulting action items.
  - Develop and submit annual projections of contract award and contract administration requirements to the MSC for incorporation into annual MSC budget submission to HQ CEMP-CN SA Branch. Provide monthly contract award updates to the MSC.
  - Submit bi-weekly updates to LOA customers including project/contract status.
- Closure Responsibilities: Submit monthly case and contract closure updates to the MSC.
- Training Responsibilities:
  - Submit annual training requests to the MSC.
  - Conduct annual review of personnel Certification and Good Standing requirements in accordance with HQUSACE guidance.
  - Develop and submit consolidated districts/division training requests to MSC who will consolidate and submit to HQUSACE SA Branch quarterly.
  - Notify MSC of Security Assistance Workforce staffing impacts on Position Descriptions (PDs) such as new hires, vacancies, and departures as it occurs.

- Travel Responsibilities: Submit annual consolidated district/area/field office travel budget request and justification to the MSC. Provide monthly updates to the MSC on travel execution status including changes to planned travel and associated justification.
- FMS Admin Responsibilities: Develop and submit annual spend plan and UFRs to the MSC upon request for incorporation into MSC budget submission to HQ CEMP-CN SA Branch. Submit a weekly obligation status report to the MSC.

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12.1. IIS Work Definitions.
https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx?RootFolder=%2Fsites%2FHQ%2DMP%2FPDT%2FECFY2325%2FShared%20Documents%2FIIS%20Appendix&FolderCTID=0x01200008F2BDF567D0394DB8555629BBA87E29&View=%7B383A5C59%2D92CA%2D40CE%2DA148%2DF6D6F741D822%7D

12.2. Global Theater Security Cooperation Management Information System (GTSCMIS) Instructions.
Mission. All security activities between the US Army and any foreign entity need to be documented in the GTSCMIS. DODD 5132.03 defines security cooperation as "Activities undertaken by the Department of Defense to encourage and enable international partners to work with the US to achieve strategic objectives...All DoD interactions with foreign defense and security establishments, to include Security Assistance programs". Use of GTSCMIS is mandated in AR 11-31, Army Security Cooperation Policy, Mar 13, Department of Army Pamphlet 11-31, Army Security Cooperation Handbook, Mar 13, and FRAGO 1 to USACE Operations Order 2013-17, Engineer Common Operating Picture for Army Engineer Support to the Geographic COCOMS, Jun 14.

Overview. The Department of Defense established GTSCMIS as the single, secure network-based management information system, to provide a comprehensive picture of whole-of-government security cooperation activities across the enterprise. The system, which replaced the Army Global Outlook System as the Joint and Army theater security cooperation system on 26 March 2014, will contribute to improved security cooperation planning by providing decision-makers, planners, and other users with the ability to view, manage, report, assess, synchronize, and prioritize security cooperation activities and events, capture direct linkages of security cooperation objectives, activities, and resources, and identify gaps and redundancies. The system will also facilitate security cooperation reporting and budget development/justification requirements by improving

overall data availability. The DSCA is the resource sponsor and has oversight responsibility for continued development and sustainment of the GTSCMIS.

Execution.

- All proposed, planned, and ongoing USACE OCONUS steady state activities must be entered into GTSCMIS in accordance with FRAGO 1 of USACE OPORD 2013-17. The following activities are required to be input into GTSCMIS:
  - Security Cooperation activities (Title 10)
  - Security Assistance activities (Title 22/Title 10)
  - OCONUS Support for Other activities (Title 33 Section 234 WRDA, Title 22, Economy Act)
  - OCONUS Support for Other activities (includes interagency, multinational, and non-governmental organizations)
  - OCONUS MILCON and Host Nation Funded Construction
  - OCONUS R&D/S&T activities (includes engagements and information/technology/personnel exchanges)
  - GTSCMIS is accessible through the following link, via CAC card: https://gtscmis.dc3n.navy.mil/G-TSCMIS/MainLogin.aspx?SW=1280&SH=1024

  - Accessing G-TSCMIS requires an account and pre-requisite training. The type of account and training are dependent upon the type of user (defined in the GTSCMIS Business Rules – see reference c8): View Only User; Event Owner User; Organizational Security Cooperation Data Manager. GTSCMIS training is available at Joint Knowledge Online http://jko.jten.mil/ (User Type: View Only - J3OP-US1274, Event Owner - J3OP-US1275). Accounts are requested via the G-TSCMIS websites (NIPR and SIPR) and are vetted/approved By Army G3/5/7 DAMO-SSI, Marie Chambers, marie.l.chambers2.ctr@mail.mil, COM 703-614-3892.

GTSCMIS Engagement Theme Definitions

Combined Education	Activities involving the education of foreign defense civilians, military officers, and Non-Commissioned Officers (NCOs) in US institutions and programs, both in CONUS and overseas, and the education of the US defense personnel in other states' institutions. This is a core mission of the DOD Regional Centers.
Combined Exercises	Exercises with foreign militaries, both in CONUS and overseas, across the spectrum of military operations sponsored by the Chairman, Combatant Commanders, or Military Department Chiefs under the direction of the Secretaries of the Military Departments.

Combined Experimentation	Bilateral and multilateral activities that experiment, demonstrate, or test non-technological capabilities and concepts.
Combined Training	Scheduled unit and individual training activities with foreign militaries that do not fall under the Multinational Exercises category.
Counter/Non-Proliferation	Activities seeking to counter and reduce the threat of Weapons of Mass Destruction, as well as mitigate its effects.
Counternarcotic Assistance	Authorities and funds for equipment, training, infrastructure, intelligence, and logistics that provide additional tools to fight narco-terrorism.

Def Sup to Public Diplomacy	Activities that support United States Government (USG) public diplomacy efforts by engaging key foreign audiences to advance US interests.
Defense and Military Contacts	Focused and tailored contacts to support defense reform and staff interoperability, senior defense official visits (civilians, officers, and NCOs), bilateral and multilateral planning events, exchanges, staff talks, and conferences.
Facilities/ Infrastructure Sup Proj	Military construction investments and cooperative infrastructure development with allies and international partners in host-nation installations.
Humanitarian Assistance	Deployments of US military personnel to plan, oversee, and conduct specific CCMD-nominated humanitarian projects and activities including assistance to host nation civilian authorities in disaster preparedness, mitigation, and response; search and rescue and provision of humanitarian daily rations; and training in identification, removal techniques, safety, and education in awareness and risk of explosive remnants of war. Also includes the donation of non-lethal excess Department property and other relief supplies, transportation of privately donated relief materials to states in need, and training and material assistance to host nations HIV/AIDS and Avian Influenza (AI) prevention programs.
Information Sharing/Intel Coop	Activities that increase partner nation intelligence capacity, information sharing, and awareness.

International Armaments Coop	Cooperative research, development, testing, and evaluation of defense technologies, systems, or equipment; joint production and follow-on support of defense articles or equipment; and procurement of foreign technology, equipment, systems, or logistics support.
Operational Activities	Activities conducted in a conjunction with or part of ongoing operations that have significant engagement value that support the campaign strategy. This section also includes activities that are routine and continuing operations, not crisis response or episodic activities of an emergent operational nature. Examples could include missions using forces present overseas such as peacekeeping, peace enforcement, humanitarian relief, sanctions enforcement, and counter drug operations. Provide general comments regarding the nature, scope, frequency, and duration of operations conducted to support the activity.
Other Engagement	Other programs, activities, or initiatives that promote or develop cooperation with international partners.
Security Assistance	Programs through which the U.S. endeavors to assist other nations in defending and preserving their national security. Includes grant and sales programs of military equipment and training, as well as other programs such as Peacekeeping Operations (PKO).

12.3. Security Assistance Concept of Operations.

Mission. The USACE Security Assistance (SA) program is comprised of a set of activities authorized under Title 22 of the Foreign Assistance Act which are administered by the DSCA but remain under the general control of the DoS as components of U.S. foreign assistance. This document provides guidance requirements for the USACE Security Assistance Program which includes all funding that flows through the LOA process. This process mostly includes Security Assistance funding such as FMS, FMF, and 607 funding but also can includes Building Partner Capacity (BPC) funding such as Afghanistan Security Forces Fund (ASFF) (which stopped coming through the LOA process in FY10 for construction), 632b, 1207n, and 1206 funding. The SA and BPC programs are part of the Security Cooperation (SC) program. This guidance is for personnel funded from LOA/Case funding as well as FMS Admin funded personnel. This section is strategically linked and fully supports the USACE Campaign Plan, Objective 1a.

Overview. The United States has conducted Security Assistance business with over 100 nations and international organizations around the world. These programs are conducted under two primary U.S. legislative authorities: the Arms Export Control Act

(AECA) (22 U.S.C. 2751 et seq.), as amended, and the FAA of 1961, as amended (22 U.S.C 2151 et seq.) Under these authorities, there are several options that may be used to provide designated countries with U.S. defense articles and services. The LOA process is the U.S. Government's process for transferring defense articles, services, and training to other sovereign nations and international organizations. Countries approved to participate in this program may obtain defense articles and services by paying with their own national funds or with funds provided through U.S. government-sponsored assistance programs. In certain cases, defense articles, services and training may be obtained on a grant basis. The President designates countries and international organizations eligible to participate in SA. The DoS makes those recommendations and approves individual programs on a case-by-case basis. Currently 160 countries are eligible to participate in SA. The DSCA administers the Security Assistance program for the Department of Defense (DoD). The US Corps of Engineers (USACE) works with DSCA, and the DOS designated countries in the procuring of engineering services/design/construction through the LOA process with Security Assistance and Building Partnership Capacity (BPC) funding. The USACE Security Assistance program is managed by the USACE IIS Security Assistance Branch. The branch manages all funding that flows through the LOA process.

Execution
All personnel with the job title of Project/Program Manager (PM/PgM), Program/Management Analyst (PA/MA), Contracting Specialist, Resource Manager, Financial Manager, Counsel, and Engineer (all within CP-18) that work on a SA project receiving any SA or SC funding are required to complete the responsibilities outlined in the following categories of work:

- Business Sustainment: Includes performance of required HQ and MSC leadership and oversight activities, program management, and financial management. Limited O-7/SES senior level engagement is also included. HQ policy and strategy activities are also included. No funding shall be spent on Business Sustainment activities unless pre-approved in writing by HQ USACE and the appropriate MSC. Business Sustainment funding approval procedures and limitations are detailed in Section 12.6.
- Pre-Letter of Request (LOR): Includes those activities required prior to receipt of a LOR. These activities are limited to discussions with DSCA, Security Cooperation Officers (SCO), Country representatives or other Implementing Agencies (IA) on new requirements that require assistance on requirements definition for a LOR at Financial Management Reviews or Program Management Reviews; Expeditionary Requirements Generation Team (EGRT) meetings directed from DSCA or DASA-DEC; Country representative, other IA, or SCO requests for requirements definition for a LOR; and DSCA, DASA-DEC, or USACE HQ directed pre-LOR activity. No funding shall be spent on pre-LOR activities unless pre-approved in writing by HQ USACE and their Division. Pre-LOR funding approval procedures and limits are explained in Section 12.6.

- LOA/Case Development: Support activities conducted from the time of receipt of an approved LOR through customer acceptance and full implementation of the LOA. Includes scope and resources verification, LOA processing, coordination meetings, and legal sufficiency reviews/resolution. Case Development is available for LORs for Basic, Amendment, or Modification case actions. LOA development funding approval procedures and limits are explained in the Section 12.6.
- Execution: Overall coordination of the LOA after implementation and management and acquisition of the projects within the LOA. Activities include country program management, LOA financial coordination, contract administration (to include contracting labor, site visit with bidders, technical and price evaluation board costs, and negotiations), P2 administration, and DMR reporting. No funding shall be spent on execution activities unless pre-approved in writing by HQ USACE and their Division. Execution funding approval procedures and limits are explained in the Section 12.6.
- Closure: All actions required to perform financial reconciliation, certify LOA lines, and LOA closure at the USACE Finance Center. Closure funds are not to be used if there is sufficient case funding available. No funding shall be spent on closure activities unless pre-approved in writing by HQ USACE and their Division. Closure funding approval procedures and limits are explained in the Section 12.6.
- Training: All required and recommended training as identified by Defense Institute of Security Assistance Management (DISAM), Department of Army (DA), and USACE for security assistance. USACE SA Training is further defined in the USACE SA Training Section to this section. No funding shall be spent on training activities unless pre-approved in writing by HQ USACE and their Division. Training funding approval procedures and limits are explained in the Section 12.6.
- Travel: Includes all required travel in support of the entire spectrum of FMS activities from business sustainment to pre-LOR through closeout, and training. No funding shall be spent on travel unless pre-approved in writing by HQ CEMP-CN SA Branch and the respective MSC. Travel funding approval procedures and limits are explained in the Section 12.6.
- Funding: Appropriate funding to use and funding limits to support the categories a-g are provided in Section 12.6.

12.4. Security Assistance Training SCWD Training Certificate Guidance (Revision as of August 2022).
Purpose.

a. This document provides guidance on minimum required Certification requirements for the USACE SA Program with special attention to those supporting the Foreign Military Sales Program at a level equal to and or greater than 50% of their work effort. The FMS program support a variety of Security Assistance programs and

funding sources such as FMS, FMF, and 607 funding but also can includes BPC funding such as Section 333, ASFF (which stopped coming through the LOA process in FY10 for construction), 632b, 1207n, and 1206 funding. Guidance is located at https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx?RootFolder=%2Fsites%2FHQ%2DMP%2FPDT%2FECFY2325%2FShared%20Documents%2FIIS%20Appendix&FolderCTID=0x01200008F2BDF567D0394DB8555629BBA87E29&View=%7B383A5C59%2D92CA%2D40CE%2DA148%2DF6D6F741D822%7D

b. Any and all programs utilizing the Letter of Offer and Acceptance mechanism are part of the FMS program and the workforce are members of the DoD Security Cooperation Workforce (SCW) and, as such, are required to obtain and maintain SC Certification while they remain in a SC position.

Certification requirements provide knowledge of the FMS Program requirements, processes, and procedures.

12.5. Security Assistance Project Management Automated Information System Data Requirements.

This document provides guidance on SA P2 data requirements for the USACE Security Assistance Program which includes all funding that flows through the LOA process. This process mostly includes Security Assistance funding such as FMS, FMF, and 607 funding but also can include BPC funding such as Section 333, ASFF (which stopped coming through the LOA process in FY10 for construction), Counterterrorism Partnership Fund (CTPF), Global Peace Keeping Operations Initiative (GPOI), Global Security Contingency Fund, Ukraine (GSCF-U), Economic Support Fund (ESF), **Counter-Islamic State of Iraq and the Levant/Counter-Islamic State of Iraq and Syria Train and Equip Fund Counter Train and Equipment Fund,** and 632b funding. The SA and BPC programs are a part of the Security Cooperation (SC) program. This guidance is for projects funded from LOA/Case funding as well as FMS Admin funded personnel. Guidance is located at https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx?RootFolder=%2Fsites%2FHQ%2DMP%2FPDT%2FECFY2325%2FShared%20Documents%2FIIS%20Appendix&FolderCTID=0x01200008F2BDF567D0394DB8555629BBA87E29&View=%7B383A5C59%2D92CA%2D40CE%2DA148%2DF6D6F741D822%7D

12.6. Security Assistance – Foreign Military Sales Administrative Case and Case Overhead.

Purpose

This section explains the appropriate uses of the three parts of services and manpower funding associated with preparing, executing, managing, and closing of LOR or LOA (also known as Cases) in the USACE Security Assistance Program. The three funding parts of the program for USACE are the FMS Administrative funds (also known as FMS Surcharge funds), Case (also known as the LOA) funds, and USACE overhead from the Departmental Overhead (DOH) and General and Administrative (G&A) Overhead rate of charging to case funds (for the rest of this document this funding will be named Case

Overhead). These three funding parts are used as a whole to provide the manpower and services required to complete the services requested in implemented cases and provide any required reporting and information to HQUSACE, Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA-DEC), DSCA, and State Department for management of the program.

Three Funding Parts

The three funding parts used in the USACE Security Assistance program are Case, FMS Admin, and Case Overhead. All three parts of funding come from the Cases. On each case there is an FMS Admin fee applied to the case. Then when the case is implemented, and funding is distributed all case FMS Admin is sent to DSCA and the rest of the funding (minus the Contracting Administrative Service-Audit Fee) is sent to USACE (for our USACE line or USACE case). DSCA has annual budget and POM reviews to decide how much FMS Admin is distributed to each agency that executes FMS. USACE receives an annual FMS Admin allotment to fund our FMS Admin activities. The FMS Admin is a DoD overhead and requires significant detailed financial reporting, so it is therefore not burdened. The Case funding is burdened due to the treatment of the funding as project funding and less financial reporting requirements than FMS Admin. Since the Case funding is burdened, the Cases provide Case Overhead to the USACE Districts. This is how USACE receives three funding parts from Cases to execute the USACE Security Assistance program. All three parts work together to fund the program.

FMS Admin shall not be burdened no matter how the FMS Admin funding is received. It shall not be burdened whether sent or received by FAD and/or MIPR.

Case Execution

Purpose of Case funds.

The purpose of the LOA/Case funds is to cover the main activities which are: master planning, design, construction, quality assurance, contracting officer representative services, other engineering services, and work on claims by counsel, program analyst, or program managers.

The Defense Security Cooperation Agency (DSCA) has provided further guidance on what can be charged to case funds in the DSCA Security Assistance Management Manual (SAMM). Table C9.T2 of the SAMM provides details of activities.

Case General and Administrative and Departmental Overhead Execution

Purpose of G&A and DOH Overhead funds from Cases:

General: The G&A and DOH Overhead will now be referred to as "Overhead" for the purposes of this document. The purpose of Overhead from the Cases is to cover: Commanding Officer/Executive labor; Commanding Officer/Executive travel except when for a particular case (case funding may be used) or when requested and pre-approved by HQUSACE and DASA-DEC for FMS Admin approved engagements; EEO counseling services for personnel funded by Case/FMS Admin; Safety and occupational health of the case projects; all Counsel services except claims and FMS policy; all RM

services except FMS Admin and Case funding management, FADs, billing, and disbursement; IT services, rent, utilities, for all FMS Admin and Case funded personnel; office supplies for Case funded personnel.

Training: Defense Institute of Security Cooperation Studies (DISCS) training is funded by DOH or by other funding designated by their District/Division (this funding shall not be FMS Admin or direct case funding) for personnel that are funded 49% or less by FMS Admin, case, or both.
USACE has provided further guidance on Overhead in Chapter 20 and 21 of the ER 31-1-30 Accounting and Reporting.

Foreign Military Sale Administrative Execution
Purpose of FMS Administrative funds. The purpose of FMS Administrative Surcharge ("FMS Admin) funds is cover the cost of the efforts to write, implement, manage, execute, oversee, and case closure. The main activities covered by FMS Admin funds are: Pre-Letter of Request (LOR); Case Development; Case Execution; Case Closure; and Business Sustainment. USACE HQ, MSCs/Divisions, and Districts shall charge to FMS Admin for these efforts. Please refer to Section 3 for further information these categories.   The DSCA has provided further guidance on what can be charged to FMS Admin funds in the Security Assistance Management Manual (SAMM). Table C9.T2 of the SAMM provides details of activities including what can be charged to FMS Admin and what should be charged to the actual FMS case.

Budget and Program Development
On 22 March 2012 DSCA approved consolidation of the Budget and Program Objective Memorandum (POM) processes, which became the Security Assistance Program and Budget Review (SAPBR). SAPBR utilizes the Planning, Programming, Budgeting, and Execution (PPBE) cycle and structure.

Program and Budget Guidance: In January of each year, HQUSACE will issue specific guidance to Divisions and Districts for the development of the budget for the following fiscal year and the three subsequent fiscal years. There will be separate formats for the Budget Submission and the Program Year Submissions.

Budget Year Submission: Divisions and Districts shall review and provide feedback for their budget submissions using the Budget Submission workbook provided by HQUSACE. Generally, the budget year guidance will be based on prior budgets adjusted for any known changes from the Forecast or UFRs and are subject to the availability of funds. The baseline budgets represent a starting point for the Divisions and Districts to develop any future UFR submissions. Budget submissions shall be submitted to HQUSACE in mid-late January (exact dates will be provided in the Program and Budget Guidance). District documentation should be submitted through the Division to HQ.
Program Year Submissions: Divisions and Districts shall submit their changes to the Program Year worksheets that will be provided by HQUSACE. The Program Year

guidance will be based on standardized funding allocations for historical activity workloads (e.g., number of contracting awards) and Forecast. Program Year submissions shall be submitted to HQUSACE in <u>mid-late February</u> (exact dates will be provided in the Program and Budget Guidance). District documentation should be submitted through the Division to HQ.

Foreign Military Sale Administrative Activity Funding Limits
USACE HQ, MSCs/Divisions, and Districts shall charge to FMS Admin effort within the following limits and send in additional justification for any requests above the limits. Pre-LOR: All Pre-LOR activities must be pre-approved, either through the Budget Submission request if Country and type of project information is provided or through updates throughout the year when information is available. No funding is to be spent without pre-approval. If an effort, such as detailed scoping, was funded during pre-LOR stage, then the effort shall not be funded again during Case Development stage. Pre-LOR overall limits for the Implementing Agency are managed by HQ USACE. Pre-LOR surveys must be charged back to the case if it is implemented as of March 2017 as designed in the SAMM. USACE Districts shall work Pre-LOR within Funding Limits set below. If additional funding is required, the district shall submit with additional justification or work with the Customer on a Planning Case. Funding Limits (including labor and travel) for different customer types are shown below: Existing Customer that requires minimal assistance on Scope and Budget: $15,000 total with no more than $10,000 in travel Existing Customer that requires assistance on Scope and Budget: $21,000 total with no more than $10,000 in travel New Customer or Working with another US agency: $30,000 total with no more than $10,000 in travel; and New Customer AND Working with other agency: $35,000 total with no more than $10,000 in travel.

Case Development: USACE Districts shall work Case Development within Funding Limits set below. If additional funding is required, the district shall submit additional justification or work with the Customer on a Planning Case. Case development includes working from an LOR for a basic, amendment, or modification case action. Funding Limits (including labor and travel) for different customer types are shown below: Existing Customer that requires minimal assistance on Scope and Budget: $15,000 total with no more than $10,000 in travel Existing Customer that requires assistance on Scope and Budget: $21,000 total with no more than $10,000 in travel New Customer OR Working with another US agency: $30,000 total with no more than $10,000 in travel New Customer AND Working with other agency: $35,000 total with no more than $10,000 in travel.

Case Closure
The USACE Finance Center may use FMS Admin for the regular standard level of service case closure procedures.

Contracting Costs

Commencing in FY13, costs associated with the preparation, solicitation, evaluation, negotiation, and award of FMS contracts have been charged to FMS Admin funds rather than to the FMS Case. Divisions and Districts will receive separate funding allocations for Contracting related Labor and Travel.   Allocations will be based on previously developed average costs and estimated number of contract actions. For Contracting costs for Contracting Officers and Contracting Specialist, USACE Districts shall work within Funding Limits of $23,000 in labor and $10,000 in travel per contract award (to include pre and post award actions) and $15,000 in labor and $10,000 in travel per contract modification (to include pre-mod and post-mod actions). If additional funding is required, the district shall submit additional justification for costs. Business Sustainment: Costs for training as described in Section 9.3.4 and FMS Admin Management for Program Analyst and Resource Management shall be funded by FMS Admin. USACE Districts shall work within the Funding Limits provided in Section 9.3.4 for training. If additional funding is required, the district shall submit additional justification for costs. Program Analyst shall charge for their cost to manage the FMS Admin funding. RM shall charge for their costs for managing, billing, and disturbing FMS Admin funding. Counsel shall be funded by FMS Admin for FMS policy.
Training: DISCS and Job-related training are funded by FMS Admin for personnel that are funded 50% or more by FMS Admin, case, or both. Long Term Training is covered by FMS Admin if the personnel is 100% funded by FMS Admin and if it is pre-approved a year in advance by HQUSACE and DASA-DEC to assure funding availability and approval. Requests for Long Term Training should come through the Division to HQUSACE. Funding for training is provided to employees required as described in Section 9.3.4.

Foreign Military Sale Administrative Development of Estimates and Obligations
Labor: When developing estimates for Civilian Labor requirements to be funded from FMS Admin funds, the labor rates shall not include Overhead, because the funding is required to be tracked by authorized object classes. Some of the automatic object classes that are charged in Overhead are not authorized by Army or DoD for USACE to charge FMS Admin and some of the labor authorization would not be accounted in the correct object classes. DASA-DEC and DSCA also requires detailed records to account for the funds that can only be attained through direct charging. Note that this does not apply to Civilian Labor funded by Cases where the overhead is included.

Travel
Instructions for developing FMS Admin travel estimates are included in the Budget Development workbook issued by HQUSACE. Pre-LOR and Case Development Meetings should be consolidated to make the most efficient use of travel funds. All FMS Admin travel funding for OCONUS meetings is limited to two persons per trip. All FMS Admin travel funding for CONUS meetings are limited to three persons per trip**.** Please note that FMS Admin travel funds shall not be transferred from one Division or District to another Division or District using MIPRs because the funding will not track into the authorized object classes if MIPRed. If FMS Admin travel funds are to be

transferred, HQUSACE will process a Funding Authorization Document (FAD) to reallocate the funds.

Obligation Plans: Initial Obligation Plans for the following Fiscal Year will be based on the Division and District Budget Submissions Workbooks. Obligation Plans can be revised and updated once every quarter as required but reallocations must be approved as indicated below. The Budget Submission workbooks should be used to submit updated Obligation Plans.

Foreign Military Sale Administrative Funding Allocation Procedures
Timing of Allocations
DCSA will usually allocate funds to Army on a quarterly basis. Once Army receives the funds, they will then allocate the funds to HQUSACE and other Army organizations. HQUSACE will then process Funding Authorization Documents (FADs) to distribute the funds. Both Army and HQUSACE distribute the funds as soon as possible after receipt. In many years, the US Government has operated under a Continuing Resolution (CR) for the first part of the fiscal year. A CR does impact the allocation of FMS Administrative Funds. When operating under a CR, OMB usually releases funds on a month-by-month basis.   Once funds are received both Army and HQUSACE will issue the funds as soon as possible.

Type of Allocation
FMS Admin Funds are allocated by Object Classification (e.g., Labor, TDY, Training, etc.). At the same time the FAD is issued, a Funds Distribution Document (FDD) is also issued, which serves as the Work Authorization Document (WAD). The WAD will specify the purpose of the allocation and Object Class.

The FDD will also include the specific breakdown of allocations by Program Element (e.g., Pre-LOR, Case Development, etc.) based on the approved Division and District Budget Submissions. As a result, funds must be used in accordance with those breakdowns in the FDD.

- *Basis for Allocations: Allocations to Divisions and Districts will be based on Obligation Plans in the Budget Submission workbooks.*

- *Reallocations: FMS Admin Funds shall not be reallocated between Object Classes without prior approval from HQUSACE.   Request to reallocate funds should be directed to the FMS Admin National Account Manager through the Division. Requests shall include an explanation for the reallocation. Depending on flexibility within USACE, approval may need to be sought from DASA (DE&C).*

Forecasting
The Annual Forecast is an opportunity to review, and report expected workload for the following two fiscal years. This forecast information will decide the expected obligations for each of the Districts and Divisions for the following fiscal years. Any changes from these forecasts must be documented in Unfunded Requirements (UFR). A UFR must

be supported by a clear justification and impact statement if not funded. The UFR should clearly demonstrate an increase in expected workload as a result of the requirement. Divisions and Districts must also take into account any offsetting reductions in other workload prior to submitting the UFR. District documentation should be submitted through the Division. The HQUSACE will review expected workload from the Forecast against actual workload to analyze if additional funding is required. Forecast documentation should be submitted to HQUSACE by the deadline provided by HQUSACE. The Forecast time schedule for review is usually in from late June to early July.

Foreign Military Sale Administrative Execution and Reporting
Divisions and Districts shall submit monthly obligation reports within 5 business days of the end of the month. Explanations must be provided for variations of 10 percent (higher or lower) from the submitted obligation plan. Monthly reports will reflect actual obligations as reported in CEFMS. The reports can be provided in email format and should be sent to janet.j.phillips@usace.army.mil**.**

Accounting
Divisions and Districts shall set up Work Category Codes (WCC) in CEFMS to correctly report against the FMS Program element. The WCCs to be used for FMS Admin are as follows:

Program Element (PE)	Work Category Code
Pre-LOR	8F100
Case Development	8F200
Case Execution (Acquisition, Financial Mgt)	8F300
Case Closure	8F400
Other Security Cooperation	8F500
Business Sustainment	8F600

It is essential that data be recorded correctly to enable accurate reporting by PE. HQUSACE must submit end of year data to DCSA and Army down to the Program Element level. DCSA uses this information to identify trends and raise questions during POM Reviews.

Foreign Military Sale Administrative End of Fiscal Year
DSCA and Army place a very high priority on achieving 100 percent of planned obligations. As a result, any projected shortfalls should be reported to HQUSACE POCs as soon as possible so funds can be reallocated or returned to Army.

Transfers of Foreign Military Sale Administrative Funds from Other Agencies
USACE regularly provides support to other Services and agencies for their FMS cases. In some situations, these organizations have provided additional FMS Admin funds directly to USACE for this support. DASA (DE&C) has informed USACE that this is not the preferred approach for obtaining funds for such support as it does not give visibility to the level of effort being performed by Army for other Services and agencies. DASA (DE&C) prefers that the funding be obtained through budget adjustment requests handled through Army and DSCA. Accordingly, Districts and Divisions shall inform HQUSACE when support for other organizations would require additional FMS Admin funds. HQUSACE will work with Army to determine the best approach for obtaining the additional funds.

Special Military Personnel Cost Requirements
Per the DSCA SAMM Table C9.T2., Salaries of U.S. Military personnel (MILPERS) (not including Coast Guard) are paid for by MILPERS funds when these personnel are performing activities included in the "FMS Admin" column. When activities in the "FMS Case" column are performed by U.S. military personnel, the salaries of these personnel should be reimbursed by the FMS case unless the case is fully funded with FMF Non-Repayable, Military Assistance Program (MAP) funds, or other USG appropriations. Salaried and travel of FMS case funded personnel will continue to be charged to FMS case funds even when attending events that would otherwise be FMS Admin funded.

12.7. Security Assistance – Offshore Procurement.

Purpose. To provide mandatory procedures to comply with OSP requirements relating to FMS acquisitions executed by USACE and funded with U.S. FMF appropriations.

Mission. Acquisitions conducted as part of the USACE SA program are funded by many different funding sources, including host nation funding, FMF, and US grant funding. Acquisitions are also executed as part of the USACE SA program using various other authorities, to include the Foreign Assistance Act and the Afghanistan Security Forces Fund.

Execution:
- Reference (a) prohibits using FMF funds for procurement outside the United States unless the President determines that such procurement does not have an adverse effect on the economy of the United States or the industrial mobilization base. The authority to make such a determination—-known as an OSP determination—-has been delegated to the Director, DSCA. The Director, DSCA, may make an OSP determination but must obtain the concurrence of the Departments of State and Treasury.
- USACE Divisions/MSCs, Districts, and Centers conducting procurements under letters of offer and acceptance ("LOAs" or "cases") funded with FMF must be fully knowledgeable of the specific requirements of references a, b, c, and e. They must also be aware of any special requirements or restrictions specific to a particular program or LOA, in addition to these references.

- In accordance with DSCA implementation of reference (a), as detailed in reference (b), an OSP determination is required if prime contract award will be made to other than an United States firm, and/or if one-half or more of the dollar value of the acquisition is of foreign origin, after subtracting from total costs the costs of items that the Federal Acquisition Regulations (FAR) or DFARS exclude from Buy American Act or Balance of Payments Program consideration. The foreign content requirement is evaluated based on the total; cumulative cost of acquisition conducted under the FMF-funded case (to include all projects implemented under the case to date). This latter calculation must also continually be reevaluated as the case is amended or modified. Per reference (b), an OSP Determination is an exceptional procedure and should be requested or recommended only when all the conditions in Table C9.T8 of reference (b) are met.

- For cases where USACE is the Implementing Agency, USACE Districts and Centers shall immediately notify the Division/MSC or HQUSACE, SA branch, respectively, if the award of a contract to a non-United States firm is anticipated and/or the United States content (after subtracting excluded items) is expected to be less than 50% of the total cost of the acquisition under the case. HQUSACE, SA is responsible for processing the request to DSCA for an OSP determination to waive either or both of the United States contractor or United States content requirements. No solicitation shall be issued permitting award to foreign contractor offers, or 50% or greater foreign content, without first obtaining an approved OSP determination.

- With respect to cases where USACE is not the Implementing Agency, the District or Center shall inform the Implementing Agency for the case of the need for an OSP determination. The District or Center shall inform the Division/MSC or HQUSACE-SA branch, respectively, of all such communication with the Implementing Agency. The Implementing Agency is responsible for processing a request for an OSP determination. No solicitation shall be issued permitting award to foreign contractor offers, or permitting 50% or greater foreign content, without first obtaining an approved OSP determination.

- When issuing a solicitation for that is funded with FMF appropriations, Districts and Centers shall include the following statement in both the pre-solicitation notice and the solicitation:

  > In accordance with Section 42(c) of the Arms Export Control Act, as amended (22 USC §2791(c)), the Foreign Military Financing funds made available for this procurement may not be used to award to other than a United States firm, unless an Offshore Procurement (OSP) determination is made by the Director, Defense Security Cooperation Agency. No OSP determination has been obtained for this procurement. Offers from other than United States firms are ineligible for award. The Government reserves

the right, however, to seek an OSP determination at any stage in the procurement, if doing so is in the Government's best interests.

- Districts and Centers shall include a requirement in all solicitations for bidders or offerors to complete the OSP worksheet provided as TAB A of this Section and submit the worksheet as part of the bid or price/cost proposal.
- Additionally, Districts and Centers shall include the following language in FMF solicitations and resultant contracts. If more than one case is on a single contract, each case shall have an individual contract line item (CLIN) and separate OSP worksheets:

> In accordance with Section 42(c) of the Arms Export Control Act, as amended (22 USC §2791(c)), the Foreign Military Financing funds made available for this procurement may not be used for procurement outside the United States, unless an Offshore Procurement (OSP) determination is made by the Director, Defense Security Cooperation Agency. No OSP determination has been obtained for this procurement. Accordingly, per DoD 5105.38-M, Chapter 9, Table C9.T8, more than 50% of the dollar value of the FMF contract [or CLIN, when there are multiple FMF cases on a single contract], after subtracting from the total costs the cost of items that the FAR or DFARS exclude from Buy American Act or Balance of Payments Program consideration, must be of U.S. origin. The contractor may not exceed this foreign content percentage during contract performance, unless the Government obtains an OSP determination. If it is determined that the Contractor has used unauthorized content, payments to the Contractor may be reduced by the value of the unauthorized content, or at the Government's option, the Contractor may be required to remove the unauthorized content at its expense and replace it with authorized content. The Government will require the contractor to periodically provide it with information concerning the foreign content utilized in performing the contract, to allow the Government to ensure compliance with these OSP foreign content rules.

- When multiple contracts are used to fulfill the procurement requirements from a single case, Districts and Centers must still comply with all requirements of this Section, to include inserting the language of para. 3.h, above, in each solicitation and resultant contract. By making certain that each individual contract itself meets OSP foreign content standards, Districts and Centers will be able to ensure compliance with OSP foreign content standards at the case level (para. 3.c). However, Districts and Centers may request authority to deviate from the requirement to ensure individual contracts comply with OSP foreign content standards, and instead manage foreign content solely at the case level. Such requests must be supported by a plan detailing how foreign content will be

managed at the case level, along with any proposed deviations to the solicitation and contract requirements outlined in this Section. Such requests shall be submitted through the District's or Center's respective Division/MSC for HQUSACE-SA approval prior to the issuance of any solicitation or award of a contract to which the request relates.

- In regard to any exempted materials for the OSP calculation, if the contracting officer determines that the acquisition can best be filled by a foreign end product or construction material in addition to those exempted materials listed in FAR 25.104 and DFARS 225.104(a), the Contracting Officer shall document the solicitation file with that determination, as required by DFARS 225.7501(a)(7), and include the additional, exempted materials in the applicable Balance of Payments clause in the solicitation (DFARS 252.2257044 or DFARS 252.225-7045). These exemptions are not included in the overall OSP calculation.

- If an OSP determination is required, as detailed in para. 3.c, above, no contract award shall be made until an OSP determination has been obtained. In addition, where an OSP determination is not necessary but the total percentage of foreign content for a case is close to 50%, Districts and Centers must coordinate, prior to award, with the appropriate Division/MSC Program Manager, to ensure the risk of OSP violation is mitigated.

- Districts and Centers will provide the OSP worksheets to appropriate Division/MSC Program Managers prior to contract award and will provide any updated, current worksheets, when periodically requested by the appropriate Division/MSC Program Manager.

- If a particular FMS program or LOA has additional restrictions, the OSP worksheet (Tab A) may be adjusted to reflect those specific restrictions, however, in all cases, the worksheet shall substantively comply with this OPORD. If a substantive change is necessary for a particular contract or program, a deviation must be requested of and approved by HQUSACE-SA (ATTN: Janet Phillips), in advance of any use in a solicitation or contract.

12.8. Outside of Continental United States Privileges Immunities.
Every nation has the sovereign right to enforce its legal standards within its territory and to punish those within its borders who violate its laws. Thus, absent some arrangement to the contrary, U.S. personnel in a foreign state are subject to that country's laws, and, absent an arrangement to the contrary, may be subject to criminal trial by that country's courts and imprisonment in the country's prisons. The United States makes it a priority to protect the rights of its citizens abroad. In particular, it is DoD policy "to protect, to the maximum extent possible, the rights of United States personnel who may be subject to criminal trial by foreign courts and imprisonment in foreign prisons." Ref. 1a, para. 3. Thus, the purpose of this Section is to provide mandatory procedures to comply with DoD Policy relating to the status of U.S. personnel in foreign nations. Information located https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx?RootFolder=%2Fsites%2FHQ%2DMP%2FPDT%2FECFY2325%2FShared%20Documents%2FIIS%20Appendix&FolderCTID=0x01200008F

[2BDF567D0394DB8555629BBA87E29&View=%7B383A5C59%2D92CA%2D40CE%2DA148%2DF6D6F741D822%7D](https://team.usace.army.mil/)

12.9. Security Assistance – Export Controls.

This document provides guidance concerning various export control laws and regulations that apply to the USACE Security Assistance (SA) program. Export control laws and regulations must be carefully followed because dual-use items and defense-related technology are valuable national security resources, to be protected and transferred only in pursuit of national security and foreign policy objectives. Guidance located [https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx?RootFolder=%2Fsites%2FHQ%2DMP%2FPDT%2FECFY2325%2FShared%20Documents%2FIIS%20Appendix&FolderCTID=0x01200008F2BDF567D0394DB8555629BBA87E29&View=%7B383A5C59%2D92CA%2D40CE%2DA148%2DF6D6F741D822%7D](https://team.usace.army.mil/)

12.10. Domestic Work – Interagency Agreement Instructions.

[https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx?RootFolder=%2Fsites%2FHQ%2DMP%2FPDT%2FECFY2325%2FShared%20Documents%2FIIS%20Appendix&FolderCTID=0x01200008F2BDF567D0394DB8555629BBA87E29&View=%7B383A5C59%2D92CA%2D40CE%2DA148%2DF6D6F741D822%7D](https://team.usace.army.mil/)

12.11. Domestic Work – Reporting.

This section includes information to ensure accurate and consistent reporting of IIS activities. Information is located at [https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx?RootFolder=%2Fsites%2FHQ%2DMP%2FPDT%2FECFY2325%2FShared%20Documents%2FIIS%20Appendix&FolderCTID=0x01200008F2BDF567D0394DB8555629BBA87E29&View=%7B383A5C59%2D92CA%2D40CE%2DA148%2DF6D6F741D822%7D](https://team.usace.army.mil/)

13. Military Construction.

MILCON is a unique mission that encompasses various facets in support of delivering the program to the warfighter. These facets are as follows: category Management; Command Services Requirements Management & Oversight (underdevelopment); Military Programs DMR – Battle Rhythm; and Military Construction-Special Programs.

13.1. Category Management.

Category Management (CM) is process developed to optimize the Army service acquisition processes by using the best business practices the through supporting data analytics, and by enabling the Army to save time, money, and manpower for higher priorities. It is an approach by which the Federal Government is applying to buy smarter and more like a single enterprise. CM enables the government to eliminate redundancies, increase efficiency, and deliver more value and savings from the government's acquisition programs. CM uses a structured approach to perform strategic cost management to eliminate redundancies, increase efficiency and effectiveness, and

improve end user satisfaction. The objective of CM is to improve mission value and total cost of ownership through a disciplined data-driven cost management process. The appointed functional cost owner leads the CM process as the Category Manager.

- CM focuses on an organization's costs by segmenting it into discrete categories of similar types of products and services which mirror many USACE processes in existence today. The foundational principles of CM are:
  - Categorizing Costs- Construction, Construction Materials and Architect and Engineering Services
  - Assigning cost ownership- The Construction Category Sub-Categories and Contracting
  - Developing business intelligence to drive strategic cost management and improve overall mission performance.
- USACE realization of CM is accomplished through better planning, use of business intelligence and more efficient acquisition solutions. Efficiencies and mission effectiveness are achieved through rate, process, and demand levers (i.e., policy directions, implementation of demand and consumption measures, leveraging buying power, strategic acquisitions, reducing contract redundancy, and the adoption of industry best practices). It is important to note that CM is not a contracting driven process; but rather, an acquisition and mission-driven process to strategically manage a category of spend.

Roles and Responsibilities

The Category Manager - Strategic Leader, is appointed by the Category Management Accountable Official - DUSA

- Performs deliberate and proactive strategic cost management of category spend, using established business intelligence tools, processes, and procedures
- Sets the standard levels of service and manages demand
- Appoints sub-category leads
- Represents the Army at DoD and Federal-level category specific forums
- Sets the priority for the conduct of Category Intelligence Reports

Category /Sub-Category Leads - Executers, appointed by the Category Manager

- Functional leads and subject matter experts for the category
- Develop and execute category strategies
- Direct/guide courses of action implementation
- Appoints a primary and alternate contact to participate in CM planning activities

Category	Category Managers & Leads
Construction Category Co-Manager (CM)	ASA(CW) and Chief of Engineers
Construction Category Lead (CL)	Chief, Military Programs Integration Division HQ U.S. Army Corps of Engineers

Marine Construction Sub-Category Lead (SCL)	Chief, Operations and Regulatory Division HQ U.S. Army Corps of Engineers
A&E Services (Construction) Sub-Category Lead (SCL)	Chief, Engineering and Construction Division HQ U.S. Army Corps of Engineers
Maintenance, alteration and Repair Over $7.5M Sub-Category Lead (SCL)	Chief, Installation Readiness HQ U.S. Army Corps of Engineers
Maintenance, alteration and Repair Under $7.5M Sub-Category Lead (SCL)	AMC (IMCOM)
Real Estate Sub-Category Lead (SCL)	Chief of Real Estate

Division and District leaders implement CM principles to ensure Army services contracting processes and supporting data analytics, to enable the Army to save time, money, and manpower for higher priorities. Leaders integrate CM practices and planning in the purchase of goods and services and leverage common contracts and best practices to drive savings and efficiencies.

Divisions and Districts that have contract solutions to nominate for Best in Class / Spend Under Management (BIC/SUM) designation can contact the Military Programs CM POC for nomination of contracts as a SUM contract solution. This process is managed by the Office of Management and Budget requiring HQ USACE actions to obtain the designation. Please contact the PID lead for assistance in packet submission.

USACE Contracting implement CM principles and when practical institute the use of BIC/SUM contracts while maintaining a best quality contract solution. Currently, Large-Scale Construction LSC is rated as Spend Under Management (SUM) Tier 2 and starting in FY 22 all Small Business contacts are SUM Tier 2 spend and should be utilized when practical. USACE contracting serves as the liaison with Army Contracting Command for CM Analytic Support and provide data analytic support to category teams. Virtual Category Management Training is available through the Defense Acquisition University and is conducted quarterly via Microsoft Teams and will be announced by DTO.

Supporting information can be found:
USACE Category Management Teams website is located at:
https://dod.teams.microsoft.us/l/team/19%3adod%3ab4d44a5cc22d4540aefdce63cafce765%40thread.skype/conversations?groupId=cc64ebaa-2c9e-4ca2-ab5e-93d7889464b5&tenantId=fc4d76ba-f17c-4c50-b9a7-8f3163d27582
USACE Category Management Implementation plan is available at:
https://dod.teams.microsoft.us/l/channel/19%3adod%3abeed2c709c43402ab9293052fd126395%40thread.skype/USACE%2520CM%2520implementation%2520Plan?groupId=cc64ebaa-2c9e-4ca2-ab5e-93d7889464b5&tenantId=fc4d76ba-f17c-4c50-b9a7-

8f3163d27582

Category Management Training is available at:
https://dod.teams.microsoft.us/l/channel/19%3adod%3a3d595712dcb04ab5ae14a67d3
7d85a8c%40thread.skype/CM%2520Training?groupId=cc64ebaa-2c9e-4ca2-ab5e-
93d7889464b5&tenantId=fc4d76ba-f17c-4c50-b9a7-8f3163d27582
POC for CM is Mark Gregris (202) 761-7152 mark.e.gregris2@usace.army.mil.

13.2. Command Services Requirements Management & Oversight.
The Director of Military Programs is the Command Service Executive (CSE) for USACE.
The Military Programs Integration Division (PID) is assigned as the requirement
validation division for USACE for Command Services. Guidance pertaining to the CSE
validation and approval process is detailed in Director Policy Notice (PN) 5-1-3, "United
States Army Corps of Engineers Oversight of Army Services Acquisition and Command
Services Executive Coordination". PN 5-1-3 can be located at the following link:
https://usace.dps.mil/sites/PUBS-HQ-
RESTRICTED/Policy%20Notice/Forms/Pubs%20Display.aspx?id=%2Fsites%2FPUBS
%2DHQ%2DRESTRICTED%2FPolicy%20Notice%2FPN%205%2D1%2D3%2Epdf&par
ent=%2Fsites%2FPUBS%2DHQ%2DRESTRICTED%2FPolicy%20Notice

POC for the CSE program is Caitlin Slattery at (202) 761-0443 and
Caitlin.slattery@usace.army.mil.

13.3. Military Programs Director's Management Review – Battle Rhythm.
Military Programs develops an annual Battle Rhythm for the DMR and AAR. The DMR
is forum for which the UCG metrics are used to measure performance and performance
targets. A battle rhythm was generated to manage the schedule and activities of the
DMRs that are conducted quarterly. It is a schedule that is published so that other units
and programs can establish an appropriate and synchronized internal rhythm that
results in a smooth flow of information. All DMRs are scheduled in advance of the
quarterly Enterprise Governance Meeting (EGM) for which the salient information
generated from the DMRs are further discussed. The AAR, an annual review, is
conducted with the MSCs and stakeholders to present and identify performance
improvements and to synchronize Military Programs execution for the future
performances. The battle rhythm is not only used to manage and supports the schedule
of the DMR/AAR but also to synchronize the information derived from the enter
operations and meetings of the various Program Integration Divisions (PID) programs'
quarterly briefings and monthly meetings.
The Key Task for the Military Programs DMR battle rhythm are as follows:
Military Programs will coordinate with Resource Management to ensure metric update
and Strategy and Integration Office to ensure EGM schedules both are met.

- Appropriate and synchronized battle rhythms will be developed by relevant units and programs
- The Project Delivery Business Process (PDBP), P2, USACE Enterprise Reports (UER), and Enterprise Data Warehouse (EDW) are USACE tools utilized to develop military programs project data necessary to monitor/ evaluate program execution and shall be used to provide data for the MP DMR and other meetings.
- Project and program data will be input to relevant information systems such that reliable and actionable data is available for discussion at the MP DMR and other relevant meetings.

Roles and Responsibilities:

All units and programs will schedule recurring, internal programmatic meetings on an annual basis synchronized with the annual MP DMR schedule. All project information will be updated on a regular schedule to facilitate discussion.

Tasks to Subordinate Units:
- MSCs/Centers/Labs/249th
  - MSCs will ensure that all project data is updated and accurate before the 4th working day of each month.
  - MSCs will develop and publish programmatic battle rhythms synchronized to the MP DMR battle rhythm.
  - MSCs shall ensure Districts develop and publish programmatic battle rhythms synchronized to MSC / HQ schedules.
- Tasks to HQUSACE Offices and Directorates
  - CEMP-IP is the POC and will conduct the Military and International Operations AAR annually in October.
  - CEMP-IP is the POC and will lead the coordination of the quarterly MP DMRs. DMR schedule is located https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx
  - CEMP-IP will use EDW for program execution reviews
  - CEMP-IA is the POC and will lead the coordination of the quarterly briefings and monthly reviews on Army MILCON projects to DASA (IH&P), HQDA staff (ABO, G3, and ACSIM), USAR, and IMCOM. Schedule located https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx
  - CEMP-ID is the POC and will lead the coordination of the briefings for AF, DoD, and Other MILCON projects. Schedule located https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx
  - CEMP-IP will coordinate with Resource Management to update MP metrics for the FY22 USACE annual Command Guidance.

Coordinating Instructions.
- Logistics requirements for Military Programs Directors Management Reviews will be coordinated through CEMP-IP. POC for this action is Venessa McAfee, 202-761-5847, Venessa.McAfee@usace.army.mil

- Changes to all Battle Rhythm/schedule dates (if required) will be coordinated with the appropriate business line manager and provided via email from the applicable action office(r).

13.4. Military Construction-Special Activities.

MILCON – Special Activities are the core of Military Programs. It is the internal operations and essential activities needed in delivering the program to our warfighters.

Mission.
- USACE delivers quality MILCON facilities meeting budget limits, mission requirements and stationing timelines in its capacity as a statutory (Reference 1a) and DoD Construction Agent (Reference 1b).
- Performance targets:
  - UCG metric MP03d (all MILCON programs per Reference 1d): Improve year-over-year execution with goal of executing 80% of projects in year of appropriation
  - Army MILCON only: Achieve 35% design with scope and cost validated for program year (PY) + 2 projects NLT 1 July of current year (CY) +1
  - UCG metric MP02 (all MILCON programs per Reference 1d): Achieve Ready-to-Advertise for program year (PY) projects NLT 30 September of current (CY)
  - UCG metric MP03a (all MILCON programs per Reference 1d): Award > 90% forecasted program
  - UCG metric MP06 (all MILCON programs per Reference 1d): Less than 20% programmatic time growth
  - UCG metric MP07 (all MILCON programs per Reference 1d): Less than 5% programmatic cost growth
  - UCG metric MP08 (all MILCON programs per Reference 1d): Financially close MILCON projects within 12 months (CONUS) or 15 months (OCONUS) of beneficial occupancy

Execution
- The Army MILCON Program is executed in accordance with AR 420-1 (Reference 1c).
- MILCON programs for the Air Force, Navy and DoD Agencies follow procedures established in program-specific Enterprise Program Management Plans.
- USACE observes echelon responsibility. HQUSACE provides Executive Direction & Management, leads enterprise engagements, oversees enterprise program management, and oversees funds and authority control. MSCs are responsible for regional program management. Districts are responsible for execution to include PROMIS (P2) project information.

Roles and Responsibilities
- HQUSACE Military Programs Integration Division
  - Serves as primary point of contact for national level stakeholders and manages enterprise issue resolution.

- o Coordinates with enterprise proponents to ensure program authorizations (design and construction) are released to USACE in a consistent and timely manner. Issues project authorizations to MSCs/Districts via directives.
- o Requests funds from enterprise proponents, and as for the Army MILCON program, manage the Military Construction Army (MCA), Army Family Housing (AFH), an UMMCA funds that are held at HQ USACE. Release funds to MSCs/Districts via directives. Develops strategies when adequate funding is not available.
- o Briefs higher authorities on status of total program execution.
- o Schedules meetings with national level proponents to discuss program status as needed.
- o Reviews MILCON performance at the quarterly Director's Management Reviews (DMRs) focusing on USACE Command Guidance (UCG) metrics and Critical Information Requirements.
- o Conducts the annual Military Programs AAR focusing on why operational performance was out of tolerance and identifies actions to improve performance in order to bring it back within tolerance.
- o Coordinates the response for audits or inspections from Army Audit Agency, General Accountability Office, DoD Inspector General, and Engineer Inspector General.
- o Manages a MILCON internal control program to ensure compliance with statute, regulation, policy, and other guidance (e.g., Director's Program Memorandums, Engineering & Construction Bulletins, Engineering Circulars).
- MSCs/Centers/Labs
  - o Develop and maintain expertise on the policy and criteria for architectural and engineering design of facilities per guidance and direction from HQUSACE Engineering & Construction (E&C) Community of Practice (CoP).
  - o Manage design, construction, and related environmental and real estate activities for assigned area of responsibility.
  - o Review and approve Planning & Design Management Plans of assigned districts.
  - o Perform quarterly financial management reviews to include review of unobligated funds, expiring funds, cancelling funds, unliquidated balances, and timely return of surplus funds.
  - o Coordinate with National Program Managers on release authorities, instructions, and funding.
  - o Ensure HQUSACE is kept aware of design and construction status and notified promptly of identification of claims and issues that impact execution.
  - o Complete coordination and staffing with HQ USACE functional offices, and National Program Managers on problems/issues, and requirements.
  - o Participate in USACE meetings with national proponents to provide current status and outlook of assigned projects as requested by the National Program Manager.
  - o Conduct regular reviews of project/program execution utilizing P2 project data, in preparation for HQUSACE DMRs, CMRs, and stakeholder line-item

reviews (e.g., Air Force Civil Engineer Center (AFCEC's) LEAP). The evaluation of project execution will be based on the requirements contained in the UCG metrics and program execution goals.

- Coordinate with assigned districts and field offices to ensure that P2 information for all assigned projects is updated to accurately reflect project status.
- Brief projects at Directorate Management Reviews (DMRs) and other meetings held at HQUSACE and with various national proponents, as required.
- Brief regional programs and projects as requested at pre-briefs for the DCG-MIO, DMP, and Chief of the Military Programs Integration Division in preparation of MILCON Senior Executive Review Group (SERG) meetings with Army, Air Force, and DoD Agency officials.
- Incorporate Lessons Learned improvements in MILCON execution processes. As requested, review, participate and provide input in project planning, design, construction and acquisition strategy and discussion to assure projects are within budget, on time and within prescribed standards for scope and quality.
- Coordinate with districts as required for execution of projects in collaboration with Centers of Standardization and Centers of Expertise.
- Support HQUSACE with audits and investigations conducted by the GAO and other Inspector General offices on programs and projects within the geographic area of the MSC. Ensure HQUSACE is informed of all efforts in this regard.
- MSCs shall ensure that Districts perform all required military munitions support services coordination to address UXO per the checklists in ER 415-1-11 BCOES Reviews prior to construction contract award for each authorized MILCON projects.

POC is Mr. Bradford D. Britain, Chief, Army Programs Integration, CEMP-IA, (202) 761-1950, Bradford.D.Britain@usace.army.mil.

The MILCON programs and activities involved in delivering on quality facilities are as follows: UMMCA; Army Military Construction Issue Resolution; Value Management; Centrally Funded Planning Charrettes for Army MILCON; Code 2 PDR for MCA, Management of MILCON Planning and Design; After Action Review and Lessons Learned and 2851 Reporting.

13.4.1. Unspecified Minor Military Construction
Mission. UMMCA is annual MILCON authorization and appropriation used for funding urgent, unforeseen Army requirements that cannot be delayed until the next MILCON cycle. This sense of urgency must guide Districts to plan the start of design to ensure construction award in the directed Program Year. UMMCA funds are available under a Continuing Resolution (CR) authority as they are not considered "New Starts" and can be awarded while DoD operates under a CR. Projects are notified to Congress when they are ready for advertisement as outlined in 10 USC 2805.

Execution. As emergent Army requirements with high national priorities, construction contracts must be executed within the directed Program Year or Year of Appropriation. Upon receipt of design directives, Districts must quickly move out and plan the acquisition & design phases to achieve mission success. With enactment of FY18 NDAA, UMMCA is now capped at $6 million except for Installations with an Area Cost Factor (ACF) > 1.0 where the funding threshold is a maximum of $10.0 million for projects in Hawaii and Alaska.

Roles and Responsibilities
- HQUSACE, Programs Integration Division, Army Programs Integration Branch (CEMP-IA) has the following responsibilities:
  o Provide program oversight and guidance
  o Issue and manage the authorities and funding to drive consistent UMMCA execution across USACE.
  o Coordinate with DCS G-9, HQIMCOM, DASA, and ABO and concerned Army Commands to ensure successful UMMCA execution.
- Divisions have the following responsibilities:
  o Ensuring P&D plans for the Districts are loaded and updated in CAPCES within 2 weeks of the design release from HQUSACE.
  o Apprise HQUSACE / National Program Manager of the project status (UMVR, final design, advertising & award) periodically and ensure submittal of the UMVRs on time as specified in the design directives and facilitate construction awards in the directed FY.
  o Review UMVR before submission to HQUSACE. Submit to National Program Manager requests for authorities to advertise and award and ensure that the package to include CWEs is complete and have been reviewed for accuracy and completeness.
- Districts have the following responsibilities:
  o Understand the UMMCA process and requirements, submit the UMVR (UMMCA Validation Report) on time and execute a construction contract not later than the directed FY.
  o Ensure that project milestones and schedules are in P2 within 2 weeks after receipt of initial design directive and that project data and milestone schedules are regularly updated and complies with DMP MP 2020 SUBJECT: Military Programs Data Requirements and Minimum Data Elements (P2/ RMS).
  o At a minimum, milestones will include Initial design start and UMVR submission, Final Design start, Ready to Advertise and CC800 Award date. Note, there is PDR/ENG3086 validation in UMMCA.
  o In a period of escalating construction costs, it is understood that executing District cost engineering professionals prepare their design control estimates and IGE in a prudent and realistic manner that reflects the latest construction market condition at the project location.

- The PDT must develop a final design package with a reduced scope base bid and options strategy to address statutory cost limits. The base bid scope must result in a complete and useable facility or project and that the Installation and end user must concur in writing with the base bid and options prior at final design or solicitation. Construction funding to award is on a first come-first served basis, thus default strategy is to design, advertise and award at the earliest possible time in the directed FY.

POC for this Section is Nelson P. Rulona, CEMP-IA, 202- 761-0939, nelson.p.rulona@usace.army.mil

13.4.2. Army Military Construction Issue Resolution

Execution. We will facilitate transparency with our proponents, and to ensure that leaders at all levels are knowledgeable regarding MILCON execution issues, we have established criteria for identifying issues to HQUSACE for discussion in our monthly issue resolution meetings with program proponents.

The Army Programs Integration Branch (CEMP-IA), Programs Integration Division (PID) will lead the coordination of the monthly Army MILCON Issues Meeting held the second Wednesday, the monthly Army Family Housing (AFH) Update Meeting held the fourth Thursday, and the Bi-Weekly Facilities Investment Plan Action Officer (FIP-AO) Meeting held every other Wednesday and the Monthly Facilities Investment Plan General Officer (FIP-GO) meeting will be held on the 2nd Tuesday of the month, in conjunction with our stakeholders for the purpose of identifying program/project level issues that require senior level USACE, IMCOM/AMC, DCS G-9 and the Department of the Army coordination and resolution. As soon as the MSC is aware that a project meets any of the parameters in reference b, they should socialize the problem with their PID Regional PM. Not all issues need to be raised to the stakeholder, however early identification of the problem at the PID provides our stakeholders with more options in seeking timely and cost-effective resolution.

Roles and Responsibilities
- HQ, USACE, Programs Integration Division, Army Programs Integration Branch (CEMP-IA)
  - Overall lead and POC is Mr. Bradford D. Britain, Chief, Army Programs Integration, CEMP-IP, 202 761-1950, Bradford.D.Britain@usace.army.mil.
  - P2 / EDW databases are the Systems of Record for this review.
  - Use CAPCES at the HQ-level to access the MILCON Issues Report to enter and track project specific issues. The site will be used to upload and post project specific issues that require the participation of DASA (IH&P), DCS G-9 and HQ IMCOM.
- HQ USACE Programs Integration Division
  - Ensure project issues are loaded into the MILCON Issues Report and the FIP-AO/GO module in CAPCES. This includes updating the status of issues on a regular basis, and archiving the issues once completed.
  - Participate in monthly HQDA-level meetings.

- Work closely with respective MSC/Districts in the compilation and consolidation of project data to be included on the CAPCES MILCON Issues spreadsheet.
- Ensure that any unresolved issues remain on the appropriate MILCON Issues tracking sheets.
- Updating and preparing USACE Senior Leaders to participate in the monthly FIP-GO meetings.
- MSC/Districts/COS
  - The MSC's and Districts will elevate projects issues meeting the parameters of reference b to their PID Regional Army PM.
  - PID will coordinate with the MSCs and the Districts to gather and report MILCON Issues.

POC for this section is Gary S. Skusek, 202 761-5749, Gary.V.Skusek@usace.army.mil

13.4.3. Value Management

Mission. The Value Engineering (VE) program documents USACE's responsible stewardship of taxpayer resources, audited periodically by OMB/OSD to ensure compliance with public law. VE is an inherent part of the Corps Business Process, and not an optional service. The Value Program is a mechanism to invest in quality and innovation as far down as the project level, improving the efficiency and effectiveness of USACE operations while executing IAW statutory and regulatory requirements.

Execution. Commander's Intent is to ensure VE is addressed/applied equally but uniquely to all programs that include both standard and non-standard projects/contracts. CoS and/or GD Commander is accountable for compliance with VE requirements IAW Sec. 24.5.2.2. All procurements obligating greater than or equal to $2 million shall "ADDRESS" the VE requirement by documenting the results of the screening process in a Value Management Plan (VMP) developed between the District Value Officer (DVO), Project Manager, and other members of the PDT at project initiation as part of the Project/Program Management Plan (PMP/PgMP, per PMBP REF 8023G). PMs must ensure that mandatory milestones are populated based on VMP content and IAW MP Minimum Data Requirements. Waivers shall be the exception.

Roles and Responsibilities

Tasks to Subordinate Units:
- HQUSACE: National Program Managers and Directorates ensure policies, procedures, guidance, MOUs etc. comply with references listed in Sec. 24.5.2.2.
- MSCs:
  - Ensure Regional Value Officers (RVOs) are appropriately resourced to earn/maintain qualifications and delegated legal authority to fulfill duties.
  - Report performance/compliance through the CMR/DMR process; ensure mandatory milestone data is entered & validated in P2 PRIOR to the end of each quarter; and validated through MICP/ASOA annually.
- USACE Centers of Standardization (COS):

- The COS will work with the local DVO to conduct periodic programmatic value studies focused at a minimum on functional & operational requirements every 5 years (minimum), or when significant changes to Standard occurs, whichever is less.
- COS should collect all Value Studies performed by Districts on projects utilizing their standard designs across the enterprise to assist with identifying potential improvements and lessons learned.
- Geographic Districts (GD):
  - Ensure DVOs are appropriately resourced to earn/maintain qualifications and delegated legal authority to fulfill duties.
  - Report performance/compliance through the CMR/DMR process; ensure mandatory milestone data is entered & validated in P2 PRIOR to the end of each quarter; and validated through MICP/ASOA annually.
  - Project Managers, DVOs, and Contracting Officers shall ensure the required PM "VE Certification" (BCOES or other form for non-construction procurements) is signed prior to advertisement.

The POC is Mr. Jeffery T. Hooghouse, Chief Value Officer, (202) 761-5533, jeffery.t.hooghouse@usace.army.mil

13.4.4. <u>Centrally Funded Planning Charrettes for Army Military Construction</u>

Mission. USACE will execute the FY2022 Army MILCON Planning Charrette program using MILCON Business Process principles, to the fullest extent possible, with the goal of providing quality facilities for the soldier within budget, at full scope and when the Army needs them.

Execution.
- Intent. In this era of volatility in the programming and execution of Army MILCON, the importance of planning charrettes that result in the development of a DD Form 1391 becomes paramount. USACE must take every opportunity to complete all assigned planning charrettes, as directed by DCS G-9, for execution in FY2022.
- Concept of Operations - Planning Charrettes.
  - Success in the execution of the MCA program hinges on an effective, complete DD Form 1391 with approved sites and realistic project costs for programming, budgeting, designing, and constructing quality facilities for the Army. The centrally funded planning charrette process is accomplished during the Guidance Year-1 or Program Year-4 of a project, facilitates the identification of issues and potential risks that impact functionality, scope, cost, and execution. In addition to enhancing stakeholder input and buy-in, the process provides an opportunity to fully include beneficial sustainability and operability principles and practices into the project.
  - DCS G-9 (DAIN-ODC) centrally funds the majority of planning charrettes that are conducted for the MCA program. However due to funding constraints, there is the realization that planning charrettes cannot be performed on all projects. DAIN-ODC in coordination with HQUSACE, HQAMC, and

HQIMCOM determines which projects are funded for a planning charrette.

- o CEHNC, performing the role as the Program Manager, will coordinate all USACE efforts for the accomplishment of the DD Form 1391s developed through DCS G-9 centrally funded account. This includes providing CEMP-IA, MSCs and Geographic Districts with advanced information and changes (as available) regarding DCS G-9 plans for FY26 and the out years planning charrette execution. As directed by DCS G-9, CEHNC will also execute a Requirements Analysis and/or Economic Analysis prior to the Planning Charrette when required.
- o As a general course of business, geographic district execution of the centrally funded planning charrette will be with in-house forces. With few exceptions, the geographic districts have the right of first refusal to take total responsibility for the planning charrette and the development of the DD Form 1391. Due to the use of OMA (one-year funding) the in-house planning charrette activities must be completed by 30 September of the funding year. For those projects in which geographic districts decline to perform the planning charrettes, CEHNC will be responsible for conducting such a planning charrette and to deliver the end products. In these cases, the team performing the planning charrette is usually a contractor hired by CEHNC with a project manager from the geographic district in attendance.
- o Description of the Deliverables. Completed DD Form 1391: Includes front page and completed supporting documentation Tabs A through J; facility and site sketch saved as an attachment in the DD 1391 Processor; Planning Charrette Validation and Meeting Minutes recorded in Tab C of the DD Form 1391.
- o The Planning Charrette is deemed successful when it is completed IAW the standard scope of work and contributes to District's execution of the project on time, at 100% of scope and within Program Amount (PA). To this end, it is imperative that critical items hindering timely execution such as approved sites, environmental issues related to National Environmental Policy Act (NEPA), Unexploded Ordnance (UXO), historical/cultural issues, utilities, correct scopes, real estate issues, cybersecurity measures, Energy/LID/SDD, acquisition strategy, waivers, etc. are addressed in the DD Form 1391 and that realistic project costs are developed. The executing agent will ensure that the DD Form 1391 tabs are completed ready for signatures by the Installation and that the deliverable is provided as scheduled.

Roles and Responsibilities.
- • HQUSACE, CECW-CE and CEMP-IA
  - o Ensure that all guidance regarding the centrally funded planning charrette program is issued in a timely manner and is fully coordinated with DAIN-ODC. Lead: CEMP-IA
  - o As necessary, conduct an After-Action-Review with DCS G-9, HQAMC, and HQIMCOM on the processes used for conducting the planning charrettes for FY2026 and later programs. Lead: CEMP-IA

- o Ensure that the current cost guidance, to include unit cost guidance, for use at these planning charrettes are available for use by MSC, geographic districts and HNC NLT 1 Mar 2022. Lead: CECW-CE
- CEHNC
  - o As the execution agent for HQUSACE, serves as the Program Manager for the centrally funded planning charrette program and ensure that all centrally funded PC requirements identified in DA PAM 420-1-2, Section C-3.c are adhered to.
  - o Upon receipt of the PC project list from DCS G-9, CEHNC will submit that list to CEMP-IA along with funding data. This is necessary to notify MSC of the current plan of execution for the FY2026-30 planning charrettes and to ensure that projects on the PC list do not have active design codes or have not had recently completed Planning Charrettes. If a project on that PC list has an active design code, HNC must quickly notify CEMP-IA to ensure that projects with ongoing designs or shelved designs are not scheduled for a PC.
  - o Coordinates with the impacted Centers of Standardization and Geographic District and provides the scheduled date of Planning Charrette well in advance of the scheduled meeting. Ensures that Geographic District is appropriately funded to participate at the Planning Charrette.
  - o Coordinates with the applicable Mandatory Centers of Expertise and provides the scheduled date of Planning Charrette well in advance of the scheduled meeting.
  - o Provides quality assurance/quality control of products produced under the centrally funded planning charrette program to ensure conformance to current regulations, policies, and guidance for MILCON programming.
- MSCs
  - o MSC to notify CEMP-IA if an active design code is found on a project that is scheduled for a PC and advise of status of design efforts to date. CEMP-IA will coordinate with DCS-G9, as necessary, to ensure that only valid projects will have PCs.
  - o Ensure that planning charrettes issues are resolved in a timely manner and that quality deliverables are provided.
  - o Complies with PC role identified in DA PAM 420-1-2, Section C-3. d.
- District, COS/MCX
  - o District will attend planning charrette and comply with PC role identified in DA PAM 420-1-2, Section C-3. e and f respectively.
  - o COS will provide requirements of the latest facility standards, to include the quantity of scope and date of the standard. COS participation should be evidenced in the Tab C, Criteria for Proposed Construction section and the Planning Charrette Validation attendance list of the DD Form 1391.
  - o Applicable MCX's will provide input to the Planning Charrette Team for inclusion in the development of the DD Form 1391 scope and cost. MCX participation should be evidenced in the Tab C, Criteria for Proposed Construction section and the Planning Charrette Validation attendance list of the DD Form 1391.

POC is Ms. Amanda Weinert, Army MILCON Planning & Programming Manager, (502) 315-6467, Amanda.H.Weinert@usace.army.mil.

13.4.5. Code 2 35% Design for Military Construction Army

Mission. USACE will execute the Code 2 35% Design of the FY2025 Army MILCON (MCA) and Army Family Housing (AFH) programs, using the Parametric Design Report (PDR), ENG Form 3086 and 35% design deliverables. MILCON Business Process principles will be utilized to the fullest extent possible, with the goal of providing quality facilities for the soldier within budget, at full scope and when the Army needs them.

Execution.
- Intent. Within the doctrinal Army MILCON process, the execution of a 35% design (Code 2) helps ensure that projects have well defined scopes and realistic costs for the President's Budget submission. The PDR/ENG Form 3086 validation typically starts at Program Year-3 for 15% parametric validation and 35% design is completed by 1 June of the following year, or Program Year-2. USACE must take every opportunity to ensure scopes of work meet current Army Energy and Sustainability policy requirements, Army standards, criteria, and standard designs. Unit costs are to be developed in accordance with current Cost Estimating process and procedures in order to successfully execute the Army MILCON program.
- Concept of Operations – Initial Design Process.
  - The Concept Design (Code 2) process begins when USACE receives a Code 2 design release from DCS G-9. A Code 2 release authorizes USACE to conduct a design charrette and results in the submission and approval of the Parametric Design Report (PDR) and submittal of the draft Parametric Design Cost Estimate (draft ENG Form 3086). First, the scope is validated through the PDR development phase. Scope discrepancies in the PDR are jointly adjudicated by DCS G-9/IMCOM/AMC/HQUSACE and applicable COS/MCX and other stakeholders. Upon approval of the PDR by CEMP-IA, the project costs are validated through initial submittal of the draft ENG Form 3086 via email to the ENG 3086 Review Team at HNC. After the PDR/draft ENG 3086 milestones are completed and approved, the District will continue with completion of the 35% design documentation. The District is required to submit the 35% Certification Package consisting of:
    1. Final ENG 3086 submitted in the PAX ENG 3086 Module (at the risk neutral estimate if project >=$20M.
    2. Completed Designated Construction Agent Assessment (ENG Form 6196)
    3. Cost Schedule Risk Analysis Excel file (if project >=$20M)
  - In accordance with the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S) Memorandum, SUBJECT: New Military Construction Budget Estimate Requirements, dated 17 Mar 20, certain projects will require a Risk Neutral Budget Estimate and/or a Design and Construction Agent

Assessment. Projects meeting the stated thresholds will be required to provide these documents as part of the 35% Design Documentation package submitted to CEMP-IA.

- o HQUSACE is working closely with DCS G-9 on the FY24 Code 2 design releases. Guidance for completion of Code 2 activities, to include submission timelines can be found in the project directive.
- o The updated guidance instructions for the Army MILCON Code 2 Design execution will be posted at the USACE MILCON PDRS site at https://mrsi.erdc.dren.mil/. Supplemental guidance will be provided as necessary to address any policy changes that may impact the scope and cost validation of the FY2024 MCA/AFH programs.
- o The Parametric Design Reports for the MCA and AFH programs will be produced and submitted using the Project Definition Report System (PDRS) available at: https://wizards.mrsi.erdc.dren.mil/

Roles and Responsibilities
- • HQUSACE, CECW-CE and CEMP-IA
  - o Ensure that all guidance for Army MILCON and AFH Code 2 Process is issued in a timely manner and is fully coordinated with DAIM-ODC. Lead: CEMP-IA
  - o Ensure that the OSD/PAX unit costs, Area Cost Factors, escalation indices and foreign exchange currency rates for FY2024 are available via the PAX Newsletters 3.2.1 and 3.2.2 for use by MSC, Geographic Districts and HNC NLT 1 Mar 2022(contingent on availability of required data from OMB/OSD) for HQUSACE to complete validation by 1 June 2023.   Lead: CECW-CE
  - o Collect and maintain required documentation of 35% design completion. Lead: CEMP-IA
  - o Conduct an After-Action Review (AAR) of this PDR/ENG3086 process at the conclusion of the FY25 validation.   Lead: CEMP-IA
- • CEHNC and CELRL
  - o Serving as the executive agents for HQUSACE, conducts timely review of PDRs and ENG3086 and provides recommendations (approve or disapprove) to CEMP-IA.
  - o Ensures that PDR and ENG 3086 submissions are tracked regularly and facilitates scope discrepancy resolution via teleconferences with DCS-G9/HQIMCOM/HQAMC/USAISEC/HQUSACE elements and other stakeholders.
  - o Provides PDR and ENG3086 status updates to HQUSACE for use at management reviews and AAR.
  - o Provides a resource plan for executing the functions required for the FY2025 Parametric Design process. This plan shall be submitted to CEMP-IA, not later than 30 October 2022.
- • MSC, District, COS/MCX
  - o District will meet PDR, ENG 3086, and 35% design submission and approval milestones. Districts shall ensure that the following P2 milestone codes

ML025, ML055, ML060, ML090 and ML095 have schedule dates and when accomplished should be updated with actual dates.

- o MSC to collaborate with CEMP-IA and ensure that FY25 Code 2 directives have the special instructions to successfully complete validation by 1 June 2023.
- o MSC shall provide oversight and active engagement by participating in periodic teleconferences to help resolve project issues and ensure timely validation of their projects. Notify Code 2 Program Manager at CEMP-IA of any project issues or showstoppers that will delay approval of PDR and ENG3086 validation or 35% design completion.
- o Districts must actively coordinate with all affected project stakeholders, to include but not limited to Installation, COS, MCX, PDR reviewer, HNC cost engineering reviewer, in-house staff, etc. Active engagement is necessary to ensure timely PDR approvals, final ENG Form 3086 validation, and 35% design completion by 1 June 2023.
- o COS will provide the quantity of scope, date and identify the POC providing concurrence in the PAX system. COS/MCX must also participate in scope discrepancy meetings to resolve scope issues to ensure timely PDR approvals and ENG Form 3086 validation.

POC is Ms. Amanda Weinert, Army MILCON Planning & Programming Manager, (502) 315-6467, Amanda.H.Weinert@usace.army.mil.

13.4.6. Management of Military Construction Planning and Design
Mission. Army planning and design funds will be used for USACE project design activities after issuance of a design code (except Code 0) until award of a construction contract, including a design-build contract. This will include in-house and AE activities associated with preparation and evaluation of the RFP.

Execution.
- Planning and Design is considered a continuing activity and USACE will receive P&D even under a Continuing Resolution (CR). The rate of USACE P&D expenditures may be restricted under a CR but USACE will receive P&D funding. Therefore, Districts are not required to carry over large amounts of prior year P&D for current year payroll at the beginning of a fiscal year.
- Districts provide FY2023 Planning and Design Allocation Plans (P&DAPs) in Construction Appropriation Programming, Control and Execution System (CAPCES). P&DAPs must separately address the Military Construction, Army (MCA) to include UMMCA, Host Nation Support (HNS) unique to NAU, POF and POJ, and Army Family Housing (AFH).
- P&DAPs should be based on the assumption that HQUSACE will be able to provide MILCON P&D funds to the Districts/Centers early in October each fiscal year even under a CR.
- Plans are to be input into the CAPCES and updated on a monthly basis. Plans which are not updated may cause a delay in providing subsequent P&D funding

to the district.
- CAPCES P&DAP must accurately reflect monthly requirements that will be executed in FY23. Although the MILCON P&D funds are good for five years, the overall Corps-wide goal is to obligate all P&D within the Program Fiscal Year (FY) with the following caveats: Districts should plan on P&D carryover into FY24 to cover no more than two pay periods for MCA/UMMCA/HNS and AFH. Districts should manage P&D to ensure 100 percent obligation of the prior year carryover funds during the first quarter of the new FY.
- MCA, AFH, and UMMCA P&DAPs are to be entered into CAPCES by 30 November 2022. Districts obligate current year funds in accordance with your P&DAPs. HNS P&DAPs should come in the form of an excel spreadsheet separately.
- MSCs shall manage funds for the Regional Business Center. Districts should obligate 80% during the 1st quarter, 85% during the 2nd quarter, and 90% during the 3rd quarter before requesting additional funds. During 4Q, districts should obligate 95% of MCA and AFH P&D funds on hand before requesting additional funds. HQUSACE will not sent additional P&D until these obligation goals are met.
- Districts should use their delegated authority to move P&D funds within the same AMSCO to ensure obligation rates are achieved. Districts should obligate oldest year money first.
- P&D funds can no longer be used for the project scope that has been awarded for construction. After construction award, excess P&D funds are to be returned to HQUSACE within 30 calendar days.
- If a project has multiple contracts associated with a MILCON project, P&D funds can continue be used to complete the design and acquisition of unawarded contracts even if there is one or more contracts awarded against that project.

Roles and Responsibilities
- Headquarters USACE will allocate MCA and AFH funds on a quarterly basis in accordance with the approved P&DAPs for In-House and COS requirements provided that they have reached the aforementioned obligation rates.
  - Architect-Engineer (AE) contract funding will not be distributed until negotiations are complete. Funds will be issued based on final negotiations and must be obligated within 14 days of receipt of the Funding Authorization Document (FAD).
  - The actual obligations for in-house (IH) and Architect-Engineer (AE) contracts must be updated in the CAPCES P&D spend plan each month. Future P&D distributions will be decremented by the unobligated amount from the previous quarter/month in accordance with the approved CAPCES P&DAP.

- MSC/RITs will utilize their authority to manage P&D funds and direct Districts to move funds to meet Regional P&D requirements. Districts are to update their CAPCES P&DAP at the end of each month to accurately reflect the actual obligation amounts for in-house, AE and COS P&D requirements throughout FY23.
    - MSC are responsible to ensure that all Districts within the MSC expend or obligate 100% of prior year P&D funds by the end of the first quarter. HQUSACE will not distribute P&D funds to Districts or Centers that have not met this requirement.
    - MSC's are to review and approve Districts P&DAPs that are entered into CAPCES. Each District and MSC will designate a point of contact (POC) for the P&D program.

POCs: MCA, UMMCA, and AFH, Nicole Thompkins, (202) 761-0632, nicole.a.thompkins@usace.army.mil; AFH Program Regenia Owens (202) 761-5848, regenia.p.owens@usace.army.mil; Standards and Criteria (S&C) Jansen Moon, CECW-EC (202) 761-0505, jansen.moon@usace.army.mil; and Centers of Standardization (COS) Scott Wick, CECW-EC (202) 761- 7419, scott.c.wick@usace.army.mil.

13.4.7. <u>After Action Review and Lessons Learned</u>
Execution.
- Intent:
    - An affective AAR is a structured review to analyze <u>what was supposed to happen</u>, determine <u>what did happen</u>, address <u>why it happened</u>, and recommend <u>how it can be done better</u>. Recommendations for the "how it can be done better" phase of the AAR need to be in the form of a sustainment, improvement, and are categorized into a list of Lessons Learned.
    - Lessons Learned should draw upon both positive experiences (i.e., good ideas that improve project efficiency or save money and/or time and negative experiences (i.e., undesirable outcomes) and negative experiences that we wish not to repeat. Every documented Lessons Learned should contain at least the following four elements:
        1. Project Information and contact information for additional detail
        2. A clear statement of the lesson
        3. A background summary of how the lesson was learned
        4. Benefits of using the lesson and suggesting how the lesson may be used in the future.
    - USACE operates as a Learning Organization. However, our ability to share Lessons Learned across the Enterprise must be ingrained in our behavior and processes. For military construction projects, previous HQ USACE guidance was for the Project Delivery Team (PDT) to complete an AAR with Lessons Learned at the completion of a project. But our real challenge has been how to capture the Lessons Learned in near real time (as they occur) so they can be shared across the Enterprise.
- Concept of Operations

- AARs should always be performed under the premise that the PDT did the best job that they could, given what they knew at the time. The AAR is not performed to pass judgment on what happened, but to learn and grow from the collective experience. The PDT is to use Training Circular (TC) 25-20, a Leaders' Guide to After Action Reviews to complete their AAR and Army Regulation (AR) 11-33, Army Lessons Learned Program to capture their Lessons Learned.
  - A by-product of the AAR is the documentation of Lessons Learned. From an Enterprise perspective, Lessons Learned should address improvements to the process or issues of consideration that can significantly impact the success of the project, regardless of the project's location. The issues of consideration would include (but not limited to) acquisition strategy, environmental, historical, and cultural resources, technical design of systems, contracting, working with stakeholders, construction phasing, Red Zone considerations, etc. From a District, Center, or Division perspective, Lessons Learned should also address local or regional issues peculiar to the area.
  - Not all Lessons Learned need to be shared across the enterprise. The majority of the Lessons Learned may impact Center/District business processes and/or add to the functional knowledge base at the Center/District. For those Lessons Learned which have enterprise impacts (i.e., affecting existing policies, guidance, or regulations), they need to be validated, shared across the Enterprise for the interim until they are integrated into existing policy, guidance, or regulations and become part of our business practices.
- Key Tasks.
  - HQUSACE, MSC's, Centers, and Districts are to utilize the Military Mission Lessons Learned (MMLL) Share-point system at https://apps.usace.army.mil/sites/MMLL to capture and share Lessons Learned.
  - For Major Construction and large O&M projects over $7.5M, AARs with Lessons Learned are to be capture during at the completion of the Project Management Plan (PMP), during or the completion of the Final Design or Ready to Advertise milestone, and during or at the completion of the construction phase. Should circumstances present themselves, additional AARs with Lessons Learned may be performed at other critical milestones.
  - Using available technology, the use of videos to capture Lessons Learned on problem areas that have systemically re-surfaced over time is an excellent tool to gain and share knowledge. Videos may by attached to specific Lessons Learned as they are entered in the MMLL system.
  - All Project Delivery Teams (PDTs) executing Military Missions efforts should use MMLL to review and incorporate Lessons Learned that may be applicable to their efforts throughout the execution process of the project/service provided.
  - For the annual Military Programs AAR meeting (usually held in October/November), Lessons Learned entered in MMLL will be captured and discussed from an MSC/Center perspective, based on the exiting fiscal year

Program execution. Additional guidance on the annual Military Programs AAR will be sent out separately.

- Coordination Instructions:
  - o HQUSACE, MSC's, and Centers are to review and validate Lessons Learned as they are submitted in MMLL. All validated lessons learned will be categorized as a District, Division/Center, or Enterprise Lessons Learned.
  - o For those validated Lessons Learned which have Enterprise impacts, they will be forwarded to the appropriate HQ USACE Functional Office or Community of Practice (CoP) for incorporation into the appropriate policy, guidance, or regulation.

The POC for this Section is Venessa McAfee, CEMP-IP, 202-761-5847, venessa.mcafee@usace.army.mil.

13.4.8. <u>Congressional Report (2851)</u>

Mission. Each contract entered into by the United States in connection with a military construction project or a military family housing project shall be carried out under the direction and supervision of the Secretary of the Army (acting through the Chief of Engineers), The Secretary of the Navy (acting through the Commander of the Naval Facilities Engineering Command), or such other department or Government agency as the Secretary of Defense approves to assure the most efficient, expeditious, and cost-effective completion of the project.

Execution.
- Provide monthly project and contract status for all Military Construction that has been awarded and under construction to include the following fund types; Air Force(20), Air Force Reserve(21), Air Force Minor(23), Air Force Reserve Minor Construction(2B), Army(10), Army Minor(11), Army Reserve(12), Army Reserve Minor(06), Defense Logistics Agency(54), DOD Medical(46), DOD Medical Minor(43), DODEA(51), DISA(58), Air Force Family Housing Improvements(2L), Air Force Family Housing(26), Army Family Housing(40), Army Family Housing Improvements(42), MDA(4B), NSA(69), Navy(30), SOF(4S), Navy and Marine Reserve(32), Air National Guard(25)
- The Secretary of Defense shall maintain an Internet site that will permit a person to access and view on a separate page of the Internet site (see paragraph 1b) a document or other file containing the information required by paragraph (2) for the following:
  - o Each military construction project or military family housing project that has been specifically authorized by Act of Congress.
  - o Each project carried out with funds authorized for the operation and maintenance of military family housing.
  - o Each project carried out with funds authorized for the improvement of military family housing units.
  - o Each unspecified minor construction project carried out under the authority of section 2805(a) of this title.

- Each military construction project or military family housing project regarding which a statutory requirement exists to notify Congress.

Roles and Responsibilities

Headquarters will generate monthly reports out of EDW which contains data from the contract flat file and the project flat file. National Program Manager will perform an initial quality assurance review. After the review the National Program Managers will disseminate the report to MSC's for review, validation, and update. Updates to the report will be made (to the excel spreadsheet generated out of EDW and by correcting RMS/P2 the databases that feed EDW. The MSC POC will then return the updated report to National Program Managers. HQ/USACE will distribute the various reports to the program proponents NLT the 13th day for publication on the DOD OSD website. Interim milestones are as follows:

- On the 4th working day districts should complete all P2 and RMS data updates to include new project input, schedule revisions and/or data quality corrections prior to 1800 CST.
- The data is downloaded from EDW distributed to National Program Managers and an initial edit of the raw data is performed for data quality.
- The excel spreadsheet is distributed to MSC's for review, edits, and corrections. Also, QA all awarded projects to assure that all awarded projects are reported on the spreadsheet.
- Final version sent back to proponent for final review of the data for accuracy. This period is also used to answer any questions that the proponents may have about the data and final correction if applicable are performed. The proponents will then concur on the finished product once satisfied with any changes.
- The proponents upload final version to the OSD website. Special links association with this session are: https://team.usace.army.mil/sites/HQ-MP/PDT/ECFY2325/default.aspx#InplviewHash383a5c59-92ca-40ce-a148-f6d6f741d822=
- 2851 MILCON Business Rules
- MILCON 2851 Monthly Report Template
- 2851 MILCON List of Values
- 2851 Metadata

POC is Nicole Thompkins, CEMP-IS, (202)761-0632, nicole.norman@usace.army.mil. Other POC's are National Program Managers for each proponent.

14. Real Estate.

Real Estate (RE) is large and complex mission that is comprised of DoD executive agent programs such as the Joint Facilities Recruiting Program (JFRP); Homeowners Association Program (HAP), and Overseas Leasing. Also, RE incorporates sustained support to natural disaster response, Base Realignment and Closure (BRAC) real property disposal, Lease Government Housing, support to the Residential Communities Initiative, real property accountability efforts for civil and military audit, portfolio management, and various other efforts. Its total expenditures in excess of $1B

annually. Real Estate's program execution is strategically aligned with the Army and the USACE Campaign Plans. Real Estate continue to transform through continuous reform of governance, streamlining processes, and driving consistency through use of enterprise business processes, data validation to meet audit requirements and long-term goals to sustain accurate data, capturing workload and productivity actions, and delivering a complex and large program.

Real Estate's purpose is to integrate all RE activities into all facets of USACE program execution, including Civil Works, contingency and natural disaster response, and the MILCON execution process. The RE guidance delineates tasks necessary to integrate real estate activities into program execution for the fiscal year program. Coordination with USACE headquarter and field elements, the Deputy Assistant Secretary of the Army (Civil Works), and other entities as required, will occur to identify, and implement permanent policy changes, including planning and programming functions.

Task to Subordinate Units:
- MSCs/Centers/Labs/249th. Ensure PMPs and P2 identify timelines, major milestones, and resources for all real estate work items and are adjusted as needed in response to situational changes. Ensure real property data is maintained in the real estate systems of record.
- Tasks to HQUSACE offices and Directorates.
  - Military Programs Program Integration Division will:
    1. Confirm status of any real estate acquisitions related to individual MILCON projects with Real Estate prior to providing status of the overall program execution to leadership.
    2. Include RE in internal and stakeholder meetings to discuss status.
  - Real Estate Division will:
    1. Review all laws that impact RE execution, pertinent Army and Engineer Regulations, policy memoranda and OSD Directives and Instructions for required changes, develop appropriate language, coordinate with USACE, ARSTAF, Secretariat and OSD elements and obtain necessary approvals for official publication of regulation, pamphlet, and other policy changes.
    2. Will ensure MP PID, CW partners and stakeholders are aware of real estate status and issues.
    3. Provide real estate representation to DMR and stakeholder meetings regarding projects, which include any real estate product or service.
  - Coordinating Instructions.
- Milestones:
  - Continue to update processes as relates to integration of real estate for MILCON, OCO, CW and other program execution throughout FY2024.
  - Execute HAP, JRFP, the Defense National Relocation Program, Leased Government Housing, support to the Army Reserve, support to the Air Force, and other programs by scheduled completion dates as identified in subparagraphs.

- o Continue to revise business processes through a disciplined plan in accordance with the business process model. Complete Engineer Regulation updates to provide enhanced business governance to the field to improve consistency.
- o Continue to implement Army mission priorities and strategic focus areas by monitoring implementation of short term, intermediate, and long-term outcomes.

The POC is Mr. Bobby Roberts, Deputy, Real Estate, 202-761-0057, Bobby.Roberts@usace.army.mil.

14.1. Civil Works

Mission. The mission of the USACE Real Estate Division is to provide quality, responsive, real estate services to the Army and the nation. Real Estate has the responsibility to plan, acquire, manage, and dispose of all DA land for water resources and other civil works projects that provide a variety of benefits, including flood damage reduction, navigation, environmental restoration, water supply, hydroelectric power, and recreation. This OPORD is intended to provide guidance and create a process by which USACE, and/or USACE in partnership with non-Federal sponsors, can meet civil works implementation goals.

Execution: The Real Estate Division will work with the Civil Works Operations, Planning, and other disciplines as part of Project Delivery Teams, the appropriate Regional Integration Team, Divisions and Districts to identify and resolve potential issues. HQUSACE Real Estate will work in partnership with the Civil Works Directorate Project Delivery Team, non-Federal sponsors, and the Assistant Secretary of Army for Civil Works (ASA(CW)) in the development and management of the nation's water and related land resources. The parties will coordinate to identify high priority projects, project authorization, funding, and implementation.

Roles and Responsibilities:
- Policy Guidance – HQUSACE is responsible for publishing policy guidance in accordance with changing laws and policies from the office of the ASA (CW) and the Deputy Assistant Secretary of the Army (Installations, Housing and Partnerships) that affect the planning, acquisition, management, and disposal of real estate to support the civil works mission.
- Review and Approval of Decision Documents – Policy review teams, established pursuant to guidance issued by the Director of Civil Works, including reference a, perform policy compliance review to determine the acceptability of decision documents during the feasibility phase, identify issues that must be resolved in the absence of established guidance and ensure that the project is consistent with the goals and objectives of the civil works program. Review also focuses on the plan formulation and in particular the real estate aspects of the proposed plan and alternatives. Real Estate must be part of the vertical team for all planning

documents. Real Estate will also be flexible as the level of detail may vary depending on the scope and complexity of each project.

- Roles during the Review and Approval Process-
  - o Districts are responsible for conducting studies, coordination, and technical, policy reviews necessary to develop decision documents.
  - o Divisions are responsible for quality assurance.
  - o HQUSACE is responsible for policy guidance and supporting the resolution of issues requiring Headquarters, ASA(CW) or OMB decisions and to recommend appropriate changes.
  - o HQUSACE will ensure qualified Real Estate representatives support the Planning Centers of Expertise.

POC: Bobby Roberts, Deputy, Real Estate, 202-761-0057,
Bobby.Roberts@usace.army.mil.

14.2. DoD Joint Recruiting Facilities Program
Mission. The DoD Joint Recruiting Facilities Program (JRFP) provides office space and physical security for over 24,000 active-duty military recruiters nationwide to recruit approximately 275,000 qualified candidates for entry into military service each year. To meet this mission, professional storefront and administrative office space must be leased at strategic market driven locations throughout the country for recruiters to screen and pre-qualify individuals to meet each Service's military accession goal.

Execution. The JRFP is governed by reference (a) which specifies the responsibilities of the Service Secretariats and the Office of the Under Secretary of Defense, as well as designates the Secretary of the Army as the Executive Agent. The Army is responsible for programming, budgeting, funding, administering, and executing all recruiting facility requirements for the Army, Navy, Marine Corps, Air Force and Air Force Reserve Recruiting Commands. Funding for the entire program comes through the Army and the II PEG. The individual Service components are prohibited from programming, funding, or executing any facility requirements outside of the JRFP program budget. Authority to execute the JRFP has been delegated by the Secretary of the Army to the Chief of Engineers (COE). USACE executes on behalf of the COE to acquire, manage, and dispose of space for recruiting offices, intermediate commands, and main stations. USACE executes leases for the JRFP pursuant to a categorical space delegation found at subsection (m) of CFR 102-73.155 or through its direct leasing authority specified in 10 USC 2661.

Roles and Responsibilities:
- The Office of the Under Secretary of Defense for Personnel and Readiness (OUSD PR) exercises program policy oversight of the JRFP. OUSD PR provides guidance to USACE and the Services for implementing the policies and responsibilities established by reference (a) regarding recruiting facilities, space, and quality standards. OUSD PR determines funding allocation among the Services for the Service Mission Support and Maintenance and Repair Program

funds. OUSD PR also assists USACE in defending funding requirements during the programming and budgetary process.

- Day-to-day program direction resides with the Joint Recruiting Facilities Committee (JRFC). The JRFC is comprised of representatives from OUSD, each Service, the USACE Divisions, and HQUSACE. OUSD chairs the committee.

- HQUSACE, in coordination with OUSD PR and the Services, POMs for the JRFP over the FYDP and assists the MDEP manager at II PEG briefings to explain and defend the POM. In addition, coordinates and supports any proposed UFR's with OUSD PR and the Service(s) through the approval process. Ensures the JRFP is executed within annual Program Budget Guidance (PBG) to acquire, manage, and terminate leases for recruiting offices, intermediate commands, and main stations. Also maintains an automated management information system utilized by both the USACE Districts and the Services (Rental Facilities Management Information System or RFMIS) to support cost-effective planning, programming, budgeting, and execution. Maintain and revise, as necessary, the Consolidated Policies and Procedures that govern the JRFP, including build-out and physical security specifications.

- USACE Districts provide HQUSACE with their annual spend plan to identify funding requirements for rent, contracts, and labor for the FY. Review costs, feasibility and scheduling of Service Mission Support and Maintenance and Repair Program actions. Solicit for, lease, administer, and terminate leases for production recruiting offices and administrative space. Coordinate lease of main stations through the General Services Administration (GSA), unless on a one-time, case-by-case basis, specific delegation is granted to a USACE District or the USACE District acquires the space under the Army's direct leasing authority specified in 10 USC 2661.

- Services develop their requirements and supporting rationale for preparation and justification of the POM and annual budgets. Promptly submit essential program changes to the JRFC Chair and HQUSACE. Provide justification or defend increases in funding at budget briefings, if requested. Enter in RFMIS all of its required facility actions and "fund" actions each FY for execution by the USACE Districts up to its annual funding allocation. Coordinate requirements with the USACE Districts and other Services, as required, throughout the FY. Provide delineated areas and ratings in RFMIS for potential sites when USACE District is soliciting space for a new recruiting station or office. Plan, program, and budget for office and station furnishings and equipment, such equipment to include office supplies, telecommunications (including installation, service, and removal), automated data processing equipment, and vehicles. Provide USACE with recruiting personnel data and other information necessary to maintain an automated management information system for cost effective management of the JRFP.

The POC is Ms. Lisa Grossman, CEMP-CR, 202-761-4693, lisa.grossman@usace.army.mil and Ms. Sara Simpson, CEMP-CR, 202-761-0303, sara.l.simpson@usace.army.mil.

14.3. <u>Leased Government Housing</u>

Mission. The U.S. Army Corps of Engineers (USACE) Real Estate Division is the real estate agent responsible for executing the Army's Leased Government Housing (LGH) Program on behalf of the Army, Navy, and Air Force. In conjunction with our Army stakeholder and partner at the Headquarters, Department of the Army Office of Deputy Chief of Staff, HQDA DCS-G9, the USACE Real Estate enterprise is responsible for administering, executing, and procuring leased housing for military personnel and their families.

Execution. The USACE Real Estate enterprise locates, administers, and executes leases in accordance with the Enterprise Leased Government Housing (LGH) Program Consolidated Policies and Procedures (CPP) that standardizes the business processes and practices established for Independent Duty Leases (IDL), Directed Leases (DL), Key and Essential (K&E) Leases and Unaccompanied Housing (UH) Leasing.

- IDL supports Service Members with families who are assigned to locations where housing costs are not fully supported by Base Allowance for Housing (BAH) and where military housing is not available within a reasonable commuting distance from the service member's (SM) duty location.
- DL is a temporary solution until the Government housing programs or the local economy can provide sufficient housing at a reasonable cost. This practice is tailored to each installation's specific need and market. It is limited to areas with large deficits of family housing for Soldiers and their families and is intended to be a short relief until a permanent solution is identified.
- Key and Essential (K&E) Leases supports active-duty military personnel permanently assigned to the U.S. Southern Command, U.S. Southern Command components or subordinate units or supporting activities.
- Unaccompanied Housing (UH) Leases is intended to accommodate bona fide single Soldiers receiving a BAH at the without a dependent rate or unaccompanied married Solders serving a Dependent-Restricted Tour.

Roles and Responsibilities:
- **HQUSACE Real Estate Division:** Work closely with respective MSC/Districts to resolve issues, interpret guidance and issue funding. Ensure business processes and practices for executing leases are in compliance with the policies and procedures for the Army's LGH Program. Work in concert with the HQDA DCS-G9 to identify and resolve critical issues to improve the effectiveness and overall management of the LGH Program.
- **MSC/Districts:** Responsible for the execution, acquisition management and termination of the lease designated within their assigned Area of Responsibility (AOR). Initiates and submits lease reports to HQUSACE to identify the cost of

the leases. Submits funding and budget requirements to HQUSACE for the execution of the leases.

- Stakeholders: Headquarters, Department of the Army Office of Deputy Chief of Staff (HQDA DCS-G9), Army Budget Office (ABO), Deputy Assistant Secretary of the Army, Installations, Housing and Partnerships DASA (IH&P), United States Army Recruiting Command (USAREC), United States Army Cadet Command (USACC), United States Military Entrance Processing Command (MEPCOM), Navy Recruiting Command (CNRC), Air Force, Navy, Camp Shelby, United States Southern Command (SOUTHCOM): Work collaboratively with the USACE Real Estate enterprise to provide adequate housing for military personnel when their assigned duty station is some distance from a DoD Installation. Work with USACE to identify and resolve issues impacting lease execution. Responsible for adhering to the program policies and standard operating procedures in support of the LGH program.

The Point of Contacts (POCs) are Ms. Pamela Caraway, CEMP-CR, 202-761-8688, Pamela.M.Caraway@usace.army.mil and Mr. David Azadi, CEMP-CR, 202-761-8636, David.Y.Azadi@usace.army.mil

14.4. Homeowners Assistance Program

Mission. USACE administers, manages, and executes the HAP on behalf of DoD. Early identification of program requirements, with estimated costs, is essential to USACE and DoD for planning and budgeting purposes and is instrumental in ensuring appropriate manpower and funding are available.

Execution. This establishes the procedures for use by the U.S. Army Corps of Engineers (USACE) to supplement the above references for the orderly execution of the Homeowners Assistance Program (HAP). This Director's Policy Memorandum Section will define the procedures by which USACE will execute HAP and is intended to detail how coordination will be accomplished by and among the Supporting District, Division, HQUSACE, the Deputy Assistant Secretary of the Army (Installations, Housing and Partnerships) (DASA (IH&P)) and the Assistant Deputy Secretary of Defense (Energy, Installations and Environment) (ASD (EI&E)). This section provides guidance and establishes processes by which USACE and the Department of Defense (DoD) work in unison to accomplish approved annual programs prior to the start of each fiscal year.

Roles and Responsibilities:
- Eligible Recipients:
  - Military and civilian Federal employee homeowners when the real estate market is adversely affected directly related to the closure or reduction-in-scope of operations due to Base Realignment and Closure (BRAC). There are currently no approved programs for this category; and
  - Service members who are wounded, injured, or ill as a consequence of duties during a forward deployment after September 11, 2001; and
  - The surviving spouses of a member of the Armed Forces or a civilian

employee of the Department of Defense or the United States Coast Guard who is killed in the line of duty or in the performance of his or her duties during a deployment on or after September 11, 2001, in support of the Armed Forces or died from a wound, injury, or illness incurred in the line of duty during such a deployment.

- The District will execute the HAP given approved directives and funding. HQUSACE provides additional guidance and direction.
- Applicants may appeal any part of their HAP process. The District, MSC and HQUSACE will promptly process all appeals and forward to the DASA (IH&P) and ASD (EI&E) for final decision. Any delay in appeal review and reply will result in notification and/or request for explanation through the chain-of-command.
- The USACE will administer, manage, and execute the HAP in accordance with DODD 4165.50E and Part 239, Title 32, Code of Federal Regulations as well as Maintain a HAP central office and one or more HAP field offices to process HAP applications.
- HAPMIS is the system of record for the HAP. The interactive program captures and reports program management details and is utilized for program execution and reporting. All report data that can be obtained from HAPMIS and other USACE systems will be utilized to the fullest for reporting purposes. For data that cannot be obtained from HAPMIS or other USACE systems, data will be requested from the District.
- District Executes HAP Budget:
  o Coordinate all requirements and execution, through Division, with HQUSACE to ensure funding availability at District level, and benefits are paid without delay. Any adjustment(s) or unfunded payments at closing will interrupt and suspend closing until the issue is corrected by the District and UFC. The proceeds from the resale of the home cannot be used to offset an error in acquisition payment.
  o Submit a monthly program execution report to HQUSACE by the fourth working day of each month. Report includes number of applications received for the current FY by eligibility status, the number of benefit payments remitted, and the total benefits paid. This report can be reduced to quarterly depending on the activity level of the program.
- Budget Timelines: Estimate quarterly manpower requirements and costs and report to HQUSACE NLT the 15th of the last month of the preceding quarter.
- HQUSACE Executes HAP Budget:
  o Monitor District execution to ensure timely benefit payments and forward monthly execution report through DASA (IH&P) to ASD (EI&E).
  o Monitor District labor costs.
  o Budget Timelines: Report obligations and expenditures in accordance with the monthly report available to the public as outlined in the Transparency and Accountability paragraph, Homeowners Assistance Program - Specific Plan. Data for this report will be pulled on the last working day of each month and reported by the fourth working day of the following month. Data for this report

will be obtained from the Homeowners Assistance Program Management Information System (HAPMIS), the Corps of Engineers Financial Management System (CEFMS) and other automated systems.

POC is Benjamin G. Foo, CEMP-CR, 202-761-5245, benjamin.g.foo@usace.army.mil.

14.5. Base Realignment and Closure Disposal Program

Mission. U.S. Army Corps of Engineers (USACE) administers and executes the management and disposal of BRAC real estate in coordination with the Office of the Deputy Chief of Staff, G-9 BRAC Branch, IS Environmental Division (DAIN-ISE) and the Deputy Assistant Secretary of the Army (Installations, Housing and Partnerships) (DASA(IHP)). Early identification of annual program requirements is beneficial to both USACE and DAIN-ISE for planning and budgeting purposes and is critical to ensuring that appropriate manpower and funding are available to meet the needs of all stakeholders. This Section is intended to provide guidance and create a process by which USACE Real Estate, in conjunction with DAIN-ISE, can support meeting the BRAC disposal goals.

Execution. This Section establishes Standard Operating Procedures (SOP) for use by USACE to supplement references above for the implementation of BRAC objectives. This Section will define the procedures by which USACE will provide real estate support to DASA(IHP) and DAIN-ISE and is intended to detail how coordination and execution will be accomplished by and between these offices.

Roles and Responsibilities:

- USACE Coordination – HQUSACE BRAC National Real Estate Program Manager (HQUSACE BRAC RE PM) will work collaboratively with DASA(IHP), DAIN-ISE, and Local Redevelopment Authorities (LRA) to identify, develop and disseminate disposition strategies, schedules, goals, and priorities for the BRAC program, including MILCON exchange implementation. HQUSACE BRAC RE PM will also disseminate goals and milestones to stakeholders, the Division-level Regional BRAC Real Estate (RE) Coordinator, and the appropriate Division and District; and will work to identify and resolve potential issues and facilitate implementation.
- Implementation:
  - District Coordination – The District will coordinate with the Regional BRAC RE Coordinator, and HQUSACE BRAC RE PM to develop an implementation strategy with milestones to support completion of a BRAC action. The District will supply the Regional BRAC RE Coordinator and HQUSACE BRAC RE PM with appropriate status updates during routine in-progress reviews. The implementation strategy will address the expectations of the DASA(IHP), DAIN-ISE and the LRA. Schedules should be developed based on time frames to accomplish the key milestones for the action. This will help identify what portions of actions require funding during a particular fiscal year if they cross FYs for completion. It is imperative that schedule discipline be maintained and/or execution milestones are accelerated where feasible.

Timely conveyance and early transfer of BRAC property is a key and critical component of Army transformation.

- o District Obtains Requisite Documentation – Districts will generate some of the documentation required to support specific disposal actions, e.g., appraisals, title information, mapping, and obtain other required documentation from DAIN-ISE or designated supporting organizations (i.e., environmental documentation may be provided by another USACE district). A conveyance approval package will be submitted through the Regional BRAC RE Coordinator to the HQUSACE BRAC RE PM prior to a conveyance contract (deed, LOA, LOT etc.) being presented to the grantee for execution. The package documentation may include, but not be limited to legal descriptions, findings of suitability to transfer (FOST or FOSET) and compliance with the National Environmental Policy Act as indicated on the conveyance check list.
- o Final Coordination, Approval and Execution – When a conveyance action is ready for execution, the District will ensure the real estate contract(s) are policy compliant and coordinate with District Counsel as relates to legal sufficiency. This coordination is required (to include HQUSACE) prior to submitting a real estate contract to the grantee for signature. Upon signature by the grantee, the District will provide the real estate contract to the Regional BRAC RE Coordinator for delivery to HQUSACE BRAC RE PM for coordination and execution. Upon receipt of a fully executed real estate contract, HQUSACE BRAC RE PM will provide a copy to DAIN-ISE and to the Regional BRAC RE Coordinator for forwarding to the District. The Districts will track the closing, recording (as applicable), and receipt of funding to the BRAC account (as applicable) complete final distribution and update the Real Estate Management Information System and mapping files.
- Program Changes:
  - o Changes, Deletions & Additions – Changes to the program should be expected and can be approved with HQUSACE concurrence. If completing an action requiring immediate attention will result in delays to a previously approved action, the District will coordinate through the Regional BRAC RE Coordinator with the HQUSACE BRAC RE PM to identify actions and/or milestones requiring changes to the approved schedule. The District will keep the Regional BRAC RE Coordinator and the HQUSACE BRAC RE PM aware of anticipated program changes.
  - o Periodic Review – HQUSACE BRAC RE PM, DAIN-ISE, and DASA(IHP) will meet as required to review the on-going program and make any adjustments deemed necessary.

POC: HQUSACE RE PM – Theodore (Ted) Nettles, CEMP-CR, 202-761-5542. Theodore.L.Nettles@usace.army.mil

14.6. Army Reserve and Air Force Programs

Mission. USACE Program Management Office (PMO) performs real estate services on behalf of the Army Reserve Installation Management Directorate (ARIMD) and

AFCEC through an annual program. Early identification of annual program requirement, with estimated costs will be beneficial to all parties for planning and budgeting purposes and is instrumental to ensuring appropriate manpower and funding are available to provide needed real estate services. This OPORD is intended to provide guidance and create a process by which the USACE PMO and the ARIMD and AFCEC work to establish an approved annual program prior to the beginning of each fiscal year.

Execution. To establish standard operating procedures (SOP) for use by the U.S. Army Corps of Engineers (USACE), the ARIMD and the AFCEC to supplement references above for the implementation of the respective Programs. This OPORD Section will define the procedures by which USACE will provide real estate services to the ARIMD and AFCEC and it is intended to detail how services and coordination will be accomplished by and between the agencies.

Roles and Responsibilities:
- ARIMD and AFCEC.
  - Approve requirements for Real Estate (RE) in support of the Annual Real Estate Program.
  - Coordinate real estate requirements with the Regional Commands and assist in identifying actions to be included in the annual Real Estate Program (REP).
  - Provide funding in accordance with the approved REP cost estimates plus additional funding quarterly to meet project schedules.
- Regional Commands.
  - Provide support as required to the USACE PMO.
- HQUSACE.
  - Program Oversight.
  - Issue policy and guidance for RE actions. Provide policy interpretation and problem resolution as needed.
  - In coordination with the parties, obtain all approvals as needed.
  - Coordinate programmatic issues for resolution with USACE leadership.
- Program Management Office.
  - Monitor quality assurance for Real Estate activities and products.
  - Interface with and Geographic Divisions on RE issue updates and aid in resolution of program issues.
  - Recommend to HQUSACE approval of PMO actions.
  - Provide quarterly reports to HQUSACE as relates to program execution
- Geographic Divisions.
  - Interface with the PMO as necessary on issues and quality assurance.
  - Interface with other GDs, as required, on program execution.
- Geographic Districts.
  - Supply schedules and cost estimates on activities contained in the REP as well as others requested, through the PMO.
  - Accomplish REP activities, as well as other activities accepted from the PMO, in accordance with established schedules and costs estimates.

ARIMD POC: Bobby Roberts, Deputy, Real Estate, 202-761-0057, Bobby.Roberts@usace.army.mil; Sue Bobby, CEMP-CR, 202-761-1928, sue.bobby@usace.army.mil

14.7. Department of Defense National Relocation Program

Mission. The USACE Baltimore District Real Estate Division established the National Relocation Program Office (NRPO) in 1987 and has been designated the lead office by the Secretary of Defense to administer the DoD consolidated employee relocation services program.

The DNRP offers comprehensive departure and destination area real estate relocation services to DoD agencies for transferring civilian employees. These services are provided through relocation management contractors with nationwide capabilities. DNRP contract services support DoD agency employee mobility needs with Home Marketing Assistance, Guaranteed Home Sale, Property Management, Home Finding Assistance for Purchase or Rentals, and Mortgage Counseling. Since the inception of the program, the NRPO has overseen the acquisition of more than $6.5 billion worth of residential real estate and serviced over 30,000 DoD customers.

Execution. Establishes procedures for use by the U.S. Army Corps of Engineers (USACE) to supplement references above for the orderly execution of the DNRP. This Section will define the procedures by which USACE will execute DNRP services on behalf of client DoD agencies.

Roles and Responsibilities:
- Work Breakdown:
  - DoD Ordering Activity: Authorizes transferring employee to use the DNRP and submits completed relocation services request form and PCS orders with certified funds to the NRPO. All expenses for DNRP are 100% funded by ordering activities. Ordering activities may fund contract expenses associated with a request on a direct fund cite or reimbursable basis. Ordering activities pay for administrative expense for DNRP services on a reimbursable basis.
  - NRPO, Baltimore District, Real Estate Division: Provides centralized overall program management:
    1. Administers the DNRP on a nationwide scale which includes serving as primary liaison between and among DOD Civilian Personnel Management Services (CPMS), HQUSACE, and DOD customer agencies and major commands through written, electronic, and telephonic communications as well as routine and special field visits.
    2. Coordinates, prepares, and provides uniform training and program materials to all program users.
    3. Functions as the central ordering office for all applications placed against the DNRP contract which has been authorized for service by the Human Resources Office (HRO) of the customer agency. Provides primary liaison between and among the using HRO, the relocating employee, and the relocation services contractor(s).

4. Monitor's contractor performance and coordinates ordered services to ensure that transferring employees receive satisfactory and authorized services in compliance with contract SOW requirements and within the specified timeframes. Intercedes as necessary to mediate contractor/transferee problems, providing transferee guidance and counsel in solving individual case problems. Provides guidance to prospective transferees to explain program benefits.
5. Functions as the central clearing house for all contractor invoices. Serves as COR for DNRP contract. Reviews invoices for accuracy, returns incorrect invoices to contractor for correction and reissue. Approves contractor invoices and certifies to the customer agencies paying Finance and Accounting Office where services were provided so payment can be made to contractor. Determines the need for modification action to the original estimated BPA Call amount based on actual appraised value of property and type of property disposition. Coordinates with Contracting Division for preparation of required contract modifications.
6. Coordinates with customer agencies in providing appropriate information for the accurate processing of Home Marketing Incentive Payments (HMIP) made to applicants who successfully obtain Amended Value or Buyer Value Option Sale transactions through the use of DNRP in accordance with JTR Chapter 5
   o Contracting Division: Awards DNRP contract and provides contract oversight, contracting officer approval of individual BPA calls, contract modifications and required reports.
   o Contractor: Provides DNRP services in accordance with contract requirements.
- Installation Support:
   o NRPO provides command and staff briefings and support town hall meetings at service commands and installations.
   o Appeals and Problem Resolution – Transferring employees utilizing DNRP services have the opportunity to select the appraisers that are used to establish the DNRP appraised value home buyout offer. They also may provide the appraiser with information on sales of comparable properties that they feel should be considered in evaluating their properties. When the appraised value offer is established, employees may submit additional sale information or identify any errors of fact or information in the original appraisal reports and request appraisal reconsiderations from one or both appraisers. Employees are encouraged to contact their NRPO realty specialist if they have a question or concern regarding any aspect of the relocation service process. NRPO ensures prompt and complete responses to all employee questions, concerns, or appraisal reconsideration requests.
   o Communication - The NRPO services DoD customers nationwide. Communication with customer agencies, transferring employees, and paying offices is accomplished in real time through the use of phone, e-mail, and fax. Monthly and quarterly reporting is provided to the NRPO, HQUSACE, and

selected DoD agencies by the relocation services contractors. The DNRP program manager conducts daily phone meetings with the relocation services contractor account executives. Coordination and performance review meetings with the relocation services contractor staff are conducted by the program manager on a quarterly schedule. Ad hoc reports are provided to the customer agencies upon request.

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14.8. <u>Real Property Asset Management</u>
Mission. Establish procedures for use by USACE to supplement references above for the orderly execution of the Real Property Asset Management (RPAM) program. RPAM encompasses the life cycle cost of accountability for Civil Works water resource infrastructure assets, and the life cycle cost of responsibility, as the auditable documentation source, for Army land and use of real property assets. This Section will define the procedures by which USACE will execute the RPAM in coordination with the USACE Asset Management Community of Practice, U.S. Army Deputy Chief of Staff, G-9 (Installations), the Office of the Secretary of Defense (OSD), and the Office of Management and Budget (OMB):

- Early identification of program requirements, with estimated costs, is essential to the USACE for planning and budgeting purposes and is instrumental to ensuring appropriate manpower and funding are available.
- This Section provides guidance and establishes processes by which USACE works with Army, Department of Defense (DoD) and Federal Agencies to accomplish an approved program prior to the start of each fiscal year.

Execution:
- USACE Real Property Support to the Army:
  - o The USACE RPAM program considers both Civil Works and Army Military Missions, with the primary functions of AM as described above and through this Section and are directed towards USACE mission execution.
  - o Real Property accountability categories include Buildings, Structures, Land and Leases. USACE has the responsibility to manage and maintain all Civil and Army Military in-leases. The DCS, G-9 requires that all Army in-leases be managed through the USACE Rental Facilities Management Information System (RFMIS) as well as use of the DoD's Real Property Information Model.
  - o USACE has management roles and responsibilities in maintaining land records, utilizing the USACE Real Estate Management Information System (REMIS), as the "auditable source of record".
    1. The Chief Financial Officer Act and Army Audit Executive Order mandate Army audit success - by achieving an unqualified audit opinion and utilizing the Army Audit Readiness 3-Year Plan in development - that involves USACE responsibility for Army Military Land and Lease

correction of data errors and reconciliation of records.

2. District real estate offices retain and maintain Civil Project, Army Installation, and some Air Force boundary map data. USACE is engaged in the OSD and DCS, G9 development of a Geospatial Information System (GIS) using land records, and data systems. Data from both Army Military and Civil Works GIS efforts are to be included in both the REMIS and RFMIS Geospatial database systems.

3. USACE executes and manages real property out-grants and in-grants of use rights for Civil Works Projects and Army Installations through the REMIS and RFMIS.

- USACE RPAM Plan:
  o The RPAM plan generally describes the course of action necessary to achieve the goals outlined within the plan. The RPAM plan is developed in compliance with the references above and is submitted through Headquarters USACE (HQUSACE). All elements of RPAM will meet the USACE strategic goals and mission requirements.
  o The USACE RPAM plan maps out the progress that USACE is committed to achieving. There are four essential areas in the RPAM plan that work together to ensure efficient management of our assets and investment of resources in the right projects: 1) Capital Investment; 2) Operating at the Right Cost; 3) Real Property Disposition; and 4) Compliance with Federal Real Property Inventory.
  o We review and comply with RPAM reporting requirements for the DoD and OMB. RPAM initiatives will be pursued, and data queries and reports will continue to be prepared, subject to future guidance. Enterprise-wide efforts focus on OMB's "Reduce the Footprint" policy, where agencies dispose of surplus properties, make more efficient use of real property assets, and reduce the total square footage of their domestic office and warehouse inventory relative to the FY 2014 baseline and compliance with the USACE, Civil Works, Real Property Efficiency Plan, dated 22 July 2019.

- Real Property Inventory. To effectively manage real property, it is necessary to have a robust inventory that defines the attributes for each asset. USACE manages its real property inventory using data management systems REMIS and RFMIS. USACE Divisions and Districts will support and bring to completion real property inventory data initiatives, to include the data anomaly reductions, the Civil Works Land Data Migration (CWLDM) Project, and the Army Military Land Tract (AMLT) Project.

- Data Refinement and Validation Process: USACE will meet the need and requirement from the Federal Real Property Council (FRPC) directed annual reporting requirement, utilizing the General Services Administration's Federal Real Property Profile (FRPP) data reporting system. Validation efforts will include random sampling and focus on the FRPC Asset Performance related data elements.
  o All new or changed Real Property Asset data will be entered into REMIS or RFMIS within 30 days of its validation (or appropriate oversight control

authority) or acceptance.
- o Evaluate the use of change reports to validate entry and changes in data.
- o Districts will achieve their required level of readiness for the annual real property asset data submittal to the FRPP and planned asset disposition to HQUSACE, of all FRPC required data elements, by 30 September of each fiscal year.
- o Accomplish in standardized electronic-digital format the submittal of all geospatial real property asset data, to include data anomaly reduction, CWLDM and AMLT Project generated geospatial data, in accordance with guidance from USACE Civil Works Operations, Engineering, and Real Estate.
- o Coordinate and accomplish REMIS Real Property Asset Planned Disposition data submittal, in accordance with USACE Civil Works Operations Office guidance. The submittal provides analysis of projected and accomplished asset disposition, and an update of the USACE Civil Works disposition forecast.
- Quality Management Plan
  - o An improved automated process, the EDW, will facilitate data accuracy, improve data gathering and meet reporting requirements, to include Real Estate Performance Metrics (REPM). Divisions and Districts are to utilize EDW capabilities to the extent possible and provide report requirements for additional development. REPM will be maintained and analyzed to ensure REPM data and Real Estate product efficiencies and deficiencies are quickly determined for repetition or elimination.
  - o Business processes for quality assurance and quality control to remedy data anomalies and standardize data gathering and management at the field level have been developed and are being fielded.
- Human Capital:
  - o HQUSACE Civil Works Asset Management Team (AMT) and the District, Division, and Headquarters AM representatives will be relied upon to support the USACE Asset Management Initiative requirements. HQUSACE Real Property Asset Management personnel support the Civil Works AMT and Engineering Geospatial Team, with close coordination on many aspects of USACE Asset Management.
  - o When required, District and Division Asset Management Teams will be identified. These Point-of-Contact (POC) teams include a core pairing of personnel, to include the Operations, Engineering, and the Real Estate Communities.

Roles and Responsibilities:
- Each USACE District and Division will execute approved directives. HQUSACE will provide additional guidance and direction.
- HQUSACE Real Estate Division is responsible for ensuring Real Estate systems applications comply with real estate inventory business processes, and will continue training, development, and implementation of Quality Assurance/Quality Control processes for data validation.

- Corps of Engineers Corporate Information (CECI) is responsible for ensuring real estate systems comply with Federal laws, regulations, and guidance and ensuring systems maintain currency with USACE enterprise information technology solutions.

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15. Supporting Offices.

There are various offices whose existence are to support the major missions of the organization. These offices are as follows: Contracting, Council, Intelligence, Public Affairs, Research and Development, Resource Management, Safety and Small Business. They are essential to Military Programs, because their functions intertwine in the Military Program's process to establish a complete operation. Each Office as it relates to the support to the Military Programs' mission is described as follows:

16. Acquisition, Procurement and Contracting (Contracting Office).

Mission. Provide comprehensive contracting and acquisition solutions in times of peace, war, and disaster for USACE and its national and global partners. The Directorate of Contracting (DOC) shall provide timely acquisition and contracting support to the USACE Military Programs Office via its Director of Contracting, Deputy Director of Contracting, Executive Director of Contracting (ED), three Senior Contracting Officials (SCOs) and three Alternate SCOs - Atlanta, Dallas and Alexandria, Regional Contracting Chiefs located at all USACE Major Subordinate Commands and District/Center Contracting Offices.

Execution.
- Guiding Principles: The FAR, DFARS, AFARS, UAI as they pertain to contracting and acquisition. The DOC will provide oversight/guidance and implement new acquisition policy and eliminate obsolete policy, as required.
- Support of the USACE Campaign Plan: Is strategically linked to USACE Campaign Plan mission, vision, and strategic goals (1) Support National Readiness, (2) Modernize USACE, (3) Improve Partnering and Strengthen Relationships and (4) Revolutionize Program and Project Delivery.
- HQ USACE DOC Policy Division Community of Practice (CoP) SharePoint site: The HQ USACE DOC has a central repository where local acquisition related policies, Standard Operating Procedures (SOPs), lessons-learned, resources, toolkits, frequently asked questions, etc., are available to the USACE community. https://cops.usace.army.mil/sites/CT/P/default.aspx
- Coordinating Instructions:
  - Quarterly Army Contracting Enterprise Review (CER)
  - Quarterly Directorate Management Review (DMR)
  - Monthly Command Key Performance Indicators (cKPI)
  - Quarterly Executive Governance Meeting (QEGM)
  - Quarterly Command Management Review (CMR)
  - Command Strategic Review (CSR), as required.

Sustainment.
- Project/Program Execution: All Centers, and Districts shall regularly assess their acquisition and contract execution processes through use of the Virtual Contracting Environment, Paperless Contract File – Procurement Management Review Toolkit.
- Procurement and Business Systems:
  - DoD Standard Procurement System (SPS)
  - Corps of Engineers Financial Management System Modernization (CEFMS) II
  - Past Performance – Contractors Performance Assessment Reporting System (CPARS) System for Award Management (SAM)
  - Procurement Integrated Enterprise Environment (PIEE)
  - Joint Appointment Module for Contracting Officer's Representative (COR) Appointments
  - Contractor Manpower Reporting (CMR)
  - Virtual Contracting Enterprise (VCE)
  - Virtual Contracting Enterprise Paperless Contract File (PCF)
  - Federal Procurement Data System-Next Generation (FPDS-NG)
  - Resident Management System (RMS)
  - Financial Assistance Award Data Collection (FAADC) – Grant Reporting
  - Electronic Subcontracting Reporting System (ESRS)
  - Total Record of Acquisition Capacity (TRAC)

Command and Signal.
- Director of Contracting (DOC): The DOC is responsible for the management, oversight, and discipline of USACE's contracting mission ensuring all contracting actions and matters comply with all procurement laws, regulations, and policies to include organizational accountability, workforce standards and quality/compliance.
- Deputy Director of Contracting (DDOC) is also responsible for the management, oversight, and discipline of USACE's contracting mission ensuring all contracting actions and matters comply with all procurement laws, regulations, and policies to include organizational accountability, workforce standards and quality/compliance.
- Executive Director of Contracting (ED): The Executive Director of Contracting shall assist the DOC/Deputy DOC in implementing acquisitions and processes and with providing USACE contracting and acquisition policy guidance, workforce development, and implements enterprise systems.
- Senior Contracting Official: The SCO is the contracting official responsible for contracting and technical compliance of the contracting functions at the regional level.
- Regional Contracting Chief (RCC): The RCC is the principal advisor to the Division Commander on acquisition policy and procedural related matters and are the Subject Matter Expert (SME) on all operational and strategic matters pertaining to the acquisition of goods, services, construction, and as applicable

research and development. The RCC manages the overall procurement program for the Division; assures compliance with policies and regulations; and is responsible to equip, maintain and train District contracting professionals.

- Center Contracting Chief (CCC): The CCC is the principal advisor to the Center Director on acquisition policy and procedural related matters and are the Subject Matter Expert (SME) on all tactical, operational, and strategic matters pertaining to the acquisition of goods, services, construction, and as applicable research and development. The CCC manages the overall procurement program for the Center; assures compliance with policies and regulations; and is responsible to equip, maintain and train Center contracting professionals.
- District Contracting Chief (DCC): The DCC is the principal advisor to the District Commander on acquisition related matters and are the Subject Matter Expert (SME)on all tactical matters pertaining to the acquisition of construction, goods, and services.
- Methods of Communication: The primary methods of communication will be via electronic mail, Microsoft (MS) Teams, Webinar, WebEx, teleconference, or video teleconference.

POC is Jennifer L. Campbell-Dawkins, CECT-O (202-761-1130) Email: Jennifer.L.Campbell-Dawkins@usace.army.mil

17. Legal Services (Council Office).
Mission.
- The Legal Services Community of Practice (LS-CoP) offers MSCs, SCO Offices, Centers, Districts, and Field Operating Activities high-quality and timely legal advice to provide cradle-to-grave support for Military Programs projects in full support of all USACE Campaign Plan goals and objectives.
- The LS-CoP supports every USACE activity authorized by Congress through its legal professionals at the District, Center, Division, SCO, and Headquarters levels. The LS-CoP is vertically integrated and allows project managers and other functional offices to leverage the expertise of every legal professional in USACE. The LS-CoP provides Military Programs clients with a full array of legal services relating to Military Programs projects including: legislative drafting and interpretation; contract formation and administration; foreign military sales; fiscal law services; bid protests; claims and appeals; environmental law services; real estate law services; interagency and international law matters; information law services; litigation services; and any other legal services necessary to accomplish the Military Programs mission.

Execution.
- Legal support is necessary at every stage of a Military Programs project, from determining the scope of work in the DD 1391 and developing an acquisition plan to closing out a contract and managing claims and litigation. For a given project, USACE attorneys may be called upon to advise the Commander, project manager, contracting officer or resource manager on a variety of issues. Early

involvement of the LS-CoP in Military Programs projects is critical to success.
- Project Managers should contact their Center or District Office of Counsel to have an attorney assigned to their project delivery team at the beginning of a project. The attorney assigned will be included in Center or District planning meetings. The Center or District Office of Counsel is responsible for addressing all legal issues that arise during a Military Programs project and, as necessary, for coordinating legal issues with SCO Counsel, Division Counsel, and the Office of Chief Counsel for ultimate resolution.
- LS-CoP coordination for common legal issues.
  - The appropriate coordination will be determined by the LS-CoP based on the circumstances of the legal issue and may often involve more than one section. Common coordination is outlined below:
    1. Bid protests: Coordinate with Division and CECC-C.
    2. Litigation: Coordinate with Division, CECC-C and CECC-L.
    3. Environmental Restoration, Compliance, and Regulatory issues: Coordinate with Division and CECC-E.
    4. Real Estate Issues: Coordinate with Division and CECC-R.
    5. Fiscal, Legislative, General MILCON, and installation management issues: Coordinate with Division and CECC-G.
    6. Ethics and Procurement Fraud: Coordinate with the Corps Ethics Counselor, CECC-G.
    7. Interagency and International Services Issues: Coordinate with Division Counsel and CECC-G as necessary.
    8. Counsel will appropriately elevate issues within the LS-CoP as they develop to ensure USACE leadership at every level has appropriate legal services. All offices should coordinate nationally significant or precedential legal issues with the Office of the Chief Counsel.

Roles and Responsibilities
- The supervising attorney for each counsel office shall assign appropriate attorneys to Military Programs issues that arise within that office. The assigned attorneys will coordinate with clients to provide the necessary legal services.
- District and Center Counsels: District and Center Counsels are responsible for addressing legal issues that arise during a Military Programs project within the District or Center and, as necessary, will coordinate legal issues with other legal offices, including Division counsel offices and the Office of the Chief Counsel. The Office of the Chief Counsel will ensure that District, Center, and Division counsel offices consult to ensure consistent legal advice throughout USACE.

- Division Counsels: Division Counsels are responsible for coordinating legal issues that arise during a Military Programs project within the Division and, as necessary, for coordinating legal issues with other legal offices, including the Office of the Chief Counsel. Division Counsels are also responsible for ensuring consistent legal advice on Military Programs issues within the Division. Division Counsels will consult with one another and the Office of the Chief Counsel to ensure consistent legal advice throughout USACE.

The POC for this section is Mr. Brandon Pitcher, CECC-G, (202) 761-5250, brandon.j.pitcher@usace.army.mil.

18. Intelligence (G2 Office).

Mission. The USACE G2 office is the Command's intelligence organization and the G2 is recognized as the Senior Intelligence Officer. In addition to providing oversight and coordination of USACE intelligence activities, it is also chartered with providing credible, relevant, and responsive threat warning and operating environmental analysis to USACE personnel, assigned, and attached, in support of global civil and military engineering operations worldwide. The G2 office also represents the Command's security related responsibilities for Personal Security, Information Security, Industrial Security, Foreign Disclosure Officer, TEMPEST, COMSEC, and SCI related information, data, and oversight for accessibility.

Execution. The USACE G2 will manage, produce, and disseminate intelligence information in response to Intelligence Requirements (IR) and intelligence Requests for Information (RFI). To execute the intelligence support mission, the G2 office performs the following key tasks identified below.
- Review and validate the USACE Commander's Priority Intelligence Requirements (PIR) annually.
  - PIRs guide G2 analysts in determining what the Commander needs to know about an operational environment, Indication and Warnings (I&W) and geopolitical events that could impact their ability to accomplish the mission.
- Participate in Mission Planning and Analysis forums to assist in identifying and documenting intelligence requirements.
- Manage intelligence RFIs and dedicate resources for reach back support. RFIs can be submitted directly to the G2 or USACE Reach back Operations Center REDi portals.
- Produce and disseminate intelligence products to support mission planning and execution activities. Reporting will occur as rapidly as possible via the most expeditious means, vertically and laterally. All intelligence reporting will be posted on the USACE G2 portal, and as necessary, sent directly via email (NIPRNET, SIPRNET, JWICS).
- Coordinate with the Intelligence Community (IC). G2 analysts must maintain an active network of relationships in the IC to provide expertise in specializations not present in the USACE G2. This includes but is not limited to GEOINT, Counterterrorism, and region-specific Pol-Mil analysis.

Roles and Responsibilities

- USACE G2 will coordinate intelligence production and threat warning activities with subordinate organizations as necessary.
- G2 will work closely and coordinate directly with G3, Operational Protection Division, Corporate Information, the USACE Operations Center (UOC), and other functional organizations as necessary to maintain synchronized situational awareness between different elements.
- USACE G2 maintains a robust network of intelligence professionals within the greater Intelligence Community and periodically engages with those senior leaders to ensure, when needed, direct support and engagement can be accomplished to support USACE mission operations.
- Deployed personnel shall engage with theater intelligence resources and, as necessary, leverage reach back support from the USACE intelligence and security support services.
- USACE G2 can provide threat information via NIPRNET, SIPRNET, or JWICS based on the classification level of the information requested.
- Those responsible for protecting DoD resources must have timely access to properly acquired force protection threat information, particularly information that indicates a potential threat regarding those who want to attack the United States, its territories, and possessions; their plans and activities; and the targets that they intend to attack. Although it is often difficult to determine whether a local incident has a terrorist nexus, similar incidents of suspicious activity across many local jurisdictions may indicate the existence of a national threat. All organizations must ensure compliance with the Suspicious Activity Reporting (SAR) and AR 381-12 Threat Awareness Reporting Program (TARP). Report suspicious activity and iSalute Reports in accordance with Command and Army policy via ENGLINK and/or the USACE G2 Portal. Refer to the G2 Portal for policy and guidance.

POC is Mr. Wayne Booker at (202) 761-7776, wayne.a.booker@usace.army.mil.

19. Communication (Public Affairs Office).

Mission. Public affairs provide support to the Directorate of Military Programs (MP) and the enterprise with a full array of public affairs services including internal/external communications to employees and to the public, nurturing community relations and outreach, and strategic communications planning and implementation.

USACE PAO will facilitate the communications program as defined by objectives from USACE senior leadership (Commander's Priorities and USACE Campaign Plan) and in accordance with Army Public Affairs guidelines.

Execution.

- The intended purpose is to provide guidance for all MSC PAO teams so that their focused efforts achieve USACE strategic objectives.
- Key Tasks:

- o Focus on USACE work that is related to CCMD/ASCC security activities and the efforts of other U.S. government agencies around the globe to advance our nation's interests.
- o Facilitate strategic communication with the Installation Management community to deliver and maintain enduring installations and contingency basing.
- o Highlight stories that support the nation and the Army in achieving energy security and sustainability goals.
- o End-state: Enhance trust and understanding with stakeholders, teammates and the public through strategic engagement and communications.
- Concept of Operations:
  - o <u>Overview</u>: Public affairs support is necessary at nearly every stage of a Military Programs project. For a given MP project, PAOs will be called upon to advise the Commander, project manager and project delivery team members on a variety of communication issues. Involving public affairs early in the Military Programs planning and execution process is critical.
  - o <u>Delivering Consistent Messages</u>: USACE public affairs has nine major communications programs: Strategic Communication; National Program Communication; Project Communication; Internal Communication; Disaster, Contingency and Crisis Communication; Media Relations; Outreach and Branding Programs; Risk Communication and Public Involvement Programs; and Digital Media. The goal of public affairs communication is to build relationships both internally and externally, to foster collaborative partnerships with key stakeholders and to inform and educate the public about USACE and its people, its story, and its actions as a values-based organization. Successful Public affairs will integrate and synchronize USACE communication for consistent messages throughout the organization to speak with one voice on critical and national issues.
  - o <u>Training the USACE Team</u>: It is important to note that communicating Military Programs goals, objectives and activities is the responsibility of every member of the team – not just a function of senior leaders or public affairs personnel. Embracing this responsibility enables understanding, trust and credibility among the public, partners, stakeholders, employees, and other target audiences. All USACE personnel are communicators and should be trained as such.
  - o <u>Including communication on PMPs</u>: Project managers should contact their public affairs officer to have a public affairs member assigned to their project delivery team at the beginning of a project. Project/study managers should use established procedures outlined in the Project Management Business Process when working with public affairs to develop a communication plan for each project. The public affairs specialist assigned will be included in the planning meetings.
- Tasks to Supporting/Subordinate Elements (MSCs/Centers/Labs/249th):
  - o <u>Strategic Communication</u>: To support overall USACE organizational credibility, MSCs and districts should be analytical, strategic, efficient, and

effective in developing and implementing communication programs, strategies, and tactics. MSCs and Districts should develop an innovative, proactive, and aggressive program to educate and inform by creating awareness of and tell the Military Programs story to a range of local, regional, internal, and national audiences by using an approach of communicating with external publics, building relationships, reaching out, incorporating feedback/input into decision-making, informing/involving employees, and measuring/assessing outcomes, correcting misinformation, and adjusting communication strategies as necessary.

o National Program Communication. MSC and district leaders will ensure widest dissemination of HQ USACE guidance to ensure a consistent and integrated approach to programmatic communication. Public affairs guidance including talking points, themes and messages, response to query will also receive broad dissemination.

o Project Communication: Program/project managers will ensure that all Program/Project Management Plans have a communication plan as one of its components. This will address communication with appropriate project employees, partners, stakeholders, media, and the public as well as address appropriate technical communication with contractors. The PM and PAO must ensure that messages and communication products are coordinated with the stakeholder. This includes agreeing on ground rules for coordination and communication, understanding the stakeholder's perspective and incorporating their communication goals and key messages into communication products, and understanding and abiding by any security requirements they may have. The PM will take the lead to identify communication issues, challenges, and opportunities for each project. Every opportunity should be taken to communicate USACE priorities in coordination with stakeholders, installations, partners and gaining organizations. Quality of life, partnerships, innovative technology, sustainability, Leadership in Energy and Environmental Design Silver, energy efficiency and Military Construction Transformation are examples. Articles and photographic/video coverage should be aggressively pursued at all stages of the project, and Public Affairs and CIO/G6 VI representatives should provide training to PMs on photo documentation and other support to facilitate timely coverage of projects. The PM will work closely with the district PAO to resolve all public affairs issues that arise during a project. The PAO will coordinate with division and headquarters PAOs. The district PAO will also routinely review communication actions and results to determine best practices and lessons learned as well as measure results for process improvement.

o Internal Communication: MSC and district leaders will review the ways in which they disseminate command and other important information to their workforce (Department of the Army employees and contractors) and will work with all command components and public affairs to improve the process. Public affairs offices will use various communication tools including new

technologies and methods (emails, town halls, video messages, etc.) for internal information distribution.

- o Disaster, Contingency and Crisis Communication: Anticipate issues and scenarios and develop integrated, timely communication messages and action plans. Project and program managers will apprise the PAO when issues arise that can or will reflect negatively on the organization. Managers and technical personnel will assist public affairs in developing communication strategies, responses to query, and fact sheets, and will assist as subject matter experts in interviews with news media as appropriate to address the issues.
- o Media Relations PMs and PAOs will foster open, proactive relations with public and media organizations and create an aggressive, ongoing communication program focused on telling the USACE story. Public Affairs, with the support of the project manager and project delivery team, will develop and provide themes, talking points and response to query on important issues or events. Leaders, PMs, and PAOs will look for opportunities to host media events, open houses, tours, etc., of USACE projects. MSC and district personnel will emphasize coordinated USACE/district themes and messages when providing interviews, presentations, briefings and posting to social media sites. District leaders, PMs and technical experts will be media trained and prepared to handle media requirements as coordinated by public affairs. PAO will provide training and guidance; training should be refreshed at least every three years. PMs and PAOs will capitalize on opportunities to communicate to key audiences with district information and coordinated USACE messages. National-level media engagements must be reported through MSC PAO to HQ USACE PAO to ensure proper reporting to USACE leadership and U.S Army Office of the Chief of Public affairs (OCPA).
- o Outreach and Branding Programs: Tell the USACE story to the general public in the places we meet them most often — meetings with partners and stakeholders, community events, project sites, public meetings, social media venues, etc. Educate them about engineering challenges and the nation's needs. Talk (and listen) to more people, in more ways, more often, using real examples of how the USACE has solved problems and changed. MSCs and districts will identify relationships that are important to Military Programs. Program and project managers will ensure those target relationships and strategies for maintaining them are identified in Program /Project Management Plans. Audiences include **Governmental Audiences:** district employees; Department of Defense and agencies; congressional representatives; congressional staff, federal agencies; state and local officials/agencies; district/USACE retirees; **Non-Governmental Audiences:** Future USACE employees; partners and stakeholders; industry(user groups); national and international publics; environmental groups; academia and students; influencers; business (contractors); news media (local, regional, national and trade). PMs and PAOs will ensure products provided to

stakeholders, partners and the public are consistent and of similar appearance. USACE brand templates must be used for any external communication. This initiative includes the USACE Castle, Army Star, and other graphic elements to increase consistent recognition of the organization.

o Risk Communication and Public Participation Programs: Public affairs will provide guidance, coaching and other assistance to prepare MSC and district personnel for working with the media and the public. While public affairs personnel may serve as spokespersons representing the district's interests, all district personnel, including program/project managers and subject matter experts are encouraged to represent the district with the media and the public when possible. PMs need to prepare for this engagement by attending media and risk communication training. These skills should be updated at least every three years; this training should be included in the individual development plan in order to meet competence requirements. MSC and district leaders, managers and employees will be actively involved in providing presentations and briefings to public and private organizations on issues, projects, and events. Presentation material should be coordinated with PAO and meet security requirements. Engagements with all partners and stakeholders should consist of honest, transparent, and appropriate dialogue, leveraged as an opportunity to establish a common understanding of USACE's role. When engaging with partners and stakeholders, it is imperative to listen to all constituencies both inside and outside USACE regarding issues of importance to them, respecting their viewpoint and seeking opportunities for synergy.

o Digital Media: Information provided by way of publicly accessible websites and social media must be timely, accurate, easy to comprehend (free of jargon and acronyms) and 508 compliant. All new content will be reviewed and approved by public affairs and all other appropriate staff offices prior to posting to the web and social media sites. The PM must ensure that information regarding a stakeholder's project meets the stakeholder's security requirements before it is provided to PAO. PAO must ensure that the information to be posted meets operational security (OPSEC) requirements. The only authorized USACE-managed website for USACE programs and projects is usace.army.mil. All USACE information must be made available on .mil sites. PAOs are authorized to use social media sites such as YouTube, blogging and online news/press rooms to communicate with stakeholders and audiences.

USACE Contracting Chiefs, in coordination with public affairs and any other organizational elements involved with posting information to public websites or publicly accessible FTP sites, must be aware of the USACE Acquisition Instruction (UAI), Part 4 Administrative Matters, Subpart 4.8 Government Contract Files, Section 4.802-100 Contract Files, Paragraph (d). This document discusses distribution of contract materials that are sensitive, provides guidance for determining the sensitivity of posting contract material, and how it should be distributed in a contingency environment. The UAI is

accessible publicly at:
http://www.usace.army.mil/BusinessWithUs/Contracting/Resources.aspx
under Resources - USACE Acquisition Instruction and "1 November 2014" hyperlink.

Coordinating Instructions.
- MSC public affairs officers participate in the HQ USACE PAO hosted weekly coordination meetings . District PAOs are encouraged to participate.
- <u>Tasks to HQUSACE Offices and Directorates</u>: Senior Leadership, Directors/Office Chiefs, Program/Project Managers will ensure that enterprise planning documents have a communication plan as one of its components and that this communication plan has been coordinated with public affairs. (*See section 9.1 for additional information on environmental program's strategic communications guidance.)*

POCs: HQ USACE G3 FUOPS, DLL-HQ-FUOPS, 202-761-8200; Military and International Operations Public Affairs support - Raini Brunson, Public Affairs Specialist, raini.w.brunson@usace.army.mil, (202) 761-1808. Jennifer Miller, Environmental Programs   PA Specialist, jennifer.s.miller@usace.army.mil, (202) 761-7240.
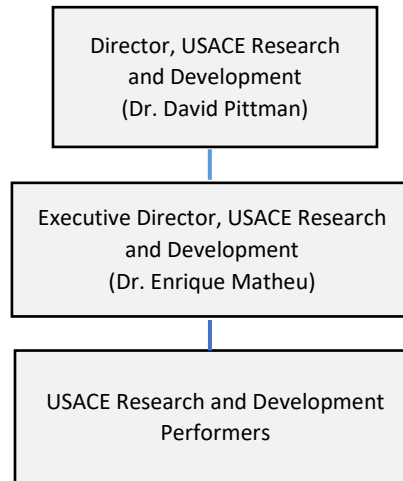

20. Research and Development (Research and Development Office).
Mission. The US Army Corps of Engineers conducts research and development in the areas of geospatial research and engineering, military engineering, environmental quality and installations, and civil works. USACE R&D is performed utilizing the substantial in-house capabilities and infrastructure of the Engineer Research and Development Center, the Army Geospatial Center, and other USACE Centers of Expertise. The collective USACE R&D effort will support USACE Military Programs in FY23 by providing subject matter expertise and by transitioning advanced technologies that support the breadth of functional activities in the Military Programs portfolio. Additionally, USACE R&D will continue to focus its S&T investment priorities to provide innovative technologies to address capability gaps across all Military Programs Mission Lines. Technical expertise and technologies matured in the areas of Force Protection, Cyber Security, Infrastructure, Materials Science, Resiliency, and Simulation are examples of support services most relevant to the USACE Military Mission.

Execution. The USACE R&D Directorate (CERD) will coordinate requests for research and development support for USACE Military Programs in FY23. CERD will support the continuous update of the Research and Development section, attend planning meetings as necessary, and coordinate requests for support. Requests for support received by CERD will be forwarded to the appropriate USACE Laboratories, Centers, and other R&D performers for follow-up action as appropriate. R&D in support of USACE Military Programs will be fulfilled on a cost reimbursable basis.

Roles and Responsibilities.

    a.   USACE Research and Development

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│  Director, USACE Research│
│    and Development       │
│    (Dr. David Pittman)   │
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│ Executive Director, USACE│
│  Research and Development│
│   (Dr. Enrique Matheu)   │
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│ USACE Research and       │
│ Development Performers   │
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The Point of Contact for this Research and Development is Mr. Mark A. Hainsey, USACE R&D Directorate, (202) 761-7638, Mark.A.Hainsey@usace.army.mil.

21. Workload and Workforce (Resource Management).
Situation:

- Purpose. The Corps of Engineer Directorate of Resource Management – Manpower and Force Analysis Division (CERM-M) team will continue to enforce the process improvements with the anticipation of better results for the annual application of Workload and Workforce Planning (WWP). In an effort to continue the work with the field and to conduct a thorough analysis to resolve a variety of data discrepancies, to include programming and execution, Phase 1 (Workload) will continue. However, Phase 2 (Workforce) and Phase 3 (Schedule 8) are still suspended and being reviewed for viability in CEFMS II. CERM-M will use existing Program Budget Guidance (PBG) for POM 24-28 and the FY23 Tables of Distribution and Allowances (TDA). Workload execution for the field for FY23 will not be affected.
- Background.
  - The WWP Model's primary purpose is to provide visibility of future military-funded workload and workforce to leadership at all levels. HQDA approved the use of the WWP Model to determine project-funded military construction and related workforce requirements for USACE's Districts and most of the Huntsville Engineering and Support Center. Annually, USACE is required to program and submit outyear resource requirements (both dollars and manpower) to HQDA as part of the Program Objective Memorandum (POM). The POM submission ensures that USACE's military-funded resource needs are properly identified in the HQDA dollar and manpower databases. The upcoming FY24-28 POM submission is the basis for building the FY24 TDAs during the FY24 Command Plan cycle.

- HQUSACE decided to convert to the WWP Model and associated business process to determine realistic workload projections. The previous USACE business process called for using workload data in P2 to justify and defend outyear program and associated manpower resource needs to HQDA. WWP no longer uses P2 data. The Program and Project Management (PPM) Community of Practice (CoP) and Resource Management (RM) collaborated to develop WWP.
- The US Army Manpower Analysis Agency (USAMAA) validated WWP as a predictive model for determining project-funded military construction and related workforce requirements. The critical factor in WWP's ability to determine manpower requirements is its ability to model programs. Accurate workload data is required to effectively model programs, so WWP's success is dependent on Program Managers' early and active participation in the annual update process.
- Organizations with HQDA G-37/FM-approved single-point manpower studies will use WWP only as a repository for their workload and workforce (approved study results); since those organizations were not included in the scope of the WWP model, the algorithms will not drive manpower requirements.

Mission. USACE will continue workforce planning in FY24 by using existing PBG for POM years 2024-2028 to execute the Military Missions' program. This program supports the USACE Campaign Plan.

Execution.
Commander's Intent:
- Purpose:
  - HQUSACE and field Program Managers will generate valid, realistic workload data for FY24-28 by mining appropriate outyear data sources and entering total program dollars into WWP against the activity/location that will obligate the money (District/RBC/Center/HQ).
  - Workload data is loaded into WWP by HQUSACE and field POCs at the appropriate level of command (District/RBC/Center/HQ). Field Commanders will validate and submit workload forecasts to HQUSACE. When the HQUSACE Director of Military Programs approves the workload forecast, the HQUSACE Directorate of Resource Management will model it using algorithms to determine the workforce for the FY24-28 programs (with primary focus on FY24). Algorithms are developed using prior five years' Corps of Engineers Financial Management System (CEFMS) data. Field Commanders will validate and submit workforce forecasts to HQUSACE. The Directors of Military Programs and Resource Management will approve the workforce forecasts. Field POCs will complete workforce coding to enable HQUSACE to submit the manpower changes to HQDA during the POM. Timeline is shown in Paragraph 3 (Execution). Adherence to the timeline is essential for USACE to meet the HQDA POM suspense.
- Key Tasks:

- HQUSACE collaborates with RBCs, Centers, key stakeholders, partners, and customers to develop FY24-28 manpower data required by HQDA. This will be executed in Phase 1. During Phase 1, HQUSACE will load the HQ-managed program workload in the "HQ" data entry form by district. Districts/RBCs/Centers will enter field-managed workload in the "Field" data entry form by district/center. ERDC/AGC will load their workload in the "ERDC/AGC" data entry form. Organizations will use the "Brokered Work" data entry form to send assigned workload to other organizations within USACE, as necessary. Field POCs will coordinate any workload changes with the HQUSACE POC in Paragraph 5b(1). The Military Programs Integration Division (CEMP-IS) will consolidate and review.
  - Phase 1: Workload determination and approval (Primary – Military Programs and PM Community / Secondary – Resource Management)
  - Phase 2: Workforce planning and approval suspended
  - Phase 3: FY24-28 POM development and FY24 Command Plan (CP) development suspended
  - The HQUSACE (CERM-M) will provide instructions for accessing WWP and entering/reviewing data, on the CERM-M website, https://intranet.usace.army.mil/hq/rm/mp/Pages/wwp.aspx.
  - MDEP managers will ensure program workload data entered into WWP is conservative, realistic, and defensible.
  - HQUSACE will publish Operations Orders/Fragmentary Orders (OPORDs/FRAGOs) as required to refine instructions for generating/validating workload and entering data at the required level of details into WWP.
- <u>End State</u>: CERM-M will collaborate with the field to resolve data discrepancies, to include programming and execution, so that leadership at all levels will have visibility of future military-funded workload and workforce.

Tasks to Supporting/Subordinate Units.
- Phase 1. Workload data is vital to the success of the USACE POM submission. Workload is the total program funds available for obligation in a given fiscal year.
  - HQUSACE Program Managers (PMs) are responsible for entering HQ-managed workload data into WWP using the "HQ" data entry form. A listing of the Program Managers and primary areas of responsibility can be found on the CERM-M website, https://intranet.usace.army.mil/hq/rm/mp/Pages/wwp_cycle2016.aspx NOTE: HQ-managed workload is all program funds managed by HQUSACE program managers and distributed to the field by HQUSACE.
  - Each District/RBC/Center will load field-managed FY24-28 workload data into WWP using the "Field" data entry form. RBCs will review information for their regions. NOTE: Field-managed workload is all program funds that are not managed and/or distributed by HQUSACE.
  - Every location brokering work to others, (e.g., to Huntsville Engineering & Support Center (HNC)) will decrement their program and notify the receiver to

program the increase, using the "Brokered Work" data entry form. If the specific decrement is unknown, utilize a percentage based on the previous year's program. Program Managers will need to ensure locations such as HNC are allocated workload appropriately, so workload is not double counted. A double count will occur if a district does not redistribute workload and the receiver compensates by adding anticipated workload. NOTE: "Brokered Work" is defined as USACE organizations entering into voluntary agreements with each other to jointly satisfy a customer's needs when it is in the best interest of the customer and the Corps.
  o ERDC/AGC will load their workload into WWP using the "ERDC/AGC" data entry form.
  o Commanders will endorse their projected workload levels to HQUSACE Directorate of Military Programs.
  o CEMP-IS will review WWP workload data, prepare reports for review and finalize the database for workload approval.
  o CEMP-ZB will approve the workload estimates for use in the FY24-28 POM development.
- Phase 2 is suspended.
- Phase 3 is suspended.

Coordinating Instructions. Workload/Workforce Planning Milestones:
- Phase 1
  o 1 – 30 Oct 22: Workload data entered into WWP
  o 30 Oct 22: FY23 Military Programs Execution OPORD published
  o 31 Oct 22: Workload data loaded and locked in WWP
  o 1 - 24 Nov 22: Workload reviewed and updated (RBCs/RITs/National Account Managers)
  o 30 Nov 22: HQ CEMP-ZB workload approved
- Phase 2: Suspended
- Phase 3: Suspended

POCs: Douglas K. Young at douglas.k.young@usace.army.mil, 202-761-5554 and Michael Bush at michael.bush@usace.army.mil, 202-761-4273 (Technical Data Managers); Ida Woods at Ida.Woods@usace.army.mil, 202-761-0855 (Military Programs Policy); Pamla R. Washington at Pamla.r.washington@usace.army.mil, 202-761-7427 (Manpower) and CEFMS II Team at CEFM-II-CEMRS@usace.army.mil (Systems Administration).

22. Safety and Occupation Health (Safety Office).
Mission. USACE executes Military Mission's (MM) strategy and programs in a safe and healthful manner that includes support to Combatant Commands, development of a MILCON Lifecycle Management Framework, achievement of Federal energy, security, and sustainability goals, and support to the larger Engineer Regiment through the USACE Campaign Plan and this OPORD. The nature of work within MM present safety and occupational health (SOH) challenges for the team. The implementation of the CE-SOHMS

will enable the enterprise to achieve not only a positive SOH culture but world class SOH performance across the organization.

Execution:
- Safety and Occupational Health (SOH). CE-SOHMS provides the road map for safety and occupational health improvement within USACE. The tasks listed below are part of this effort and support MM strategy and programs in FY2022.
- Tasks to Supporting/Subordinate Elements.
  - HQ USACE Staff, primarily MM Program Integration Division, SOH CoP, Regional Integration Teams, MM Business Line CoPs, Programs and Project Management (PPM) CoP, Engineering and Construction (E&C) CoP shall:
    1. Implement the CE-SOHMS.
    2. Support the development of the five-year USACE SOH Strategic Plan which will include goals, objectives, and a business plan.
    3. Support the integration of the CE-SOHMS into MM policy, doctrine, training, and business processes at the enterprise level.
    4. Support appropriate safety and health training for MM employees IAW required standards and regulations.
    5. Support the USACE High-Hazard Working Group efforts and initiatives.
    6. Support Career Program 12 (CP12) (Safety and Occupational Health Management) 0018 careerists to achieve professional certification.
    7. Support the use of technology and data to make/track safety and health risk management decisions related to MM business products and employee safety and health.
  - MSCs and FOAs, in coordination with the SOH Community of Practice shall:
    1. Implement the CE-SOHMS.
    2. Develop and publish a five-year Strategic Safety Plan to include goals, objectives and business plans that support the USACE five-year Strategic Safety Plan.
    3. Execute the integration of the CE-SOHMS into MM policy, doctrine, training, and business processes at the MSC/local levels.
    4. Execute appropriate safety training IAW required standards and regulations.
    5. Support local technical experts' involvement in the USACE High-Hazard Working Group efforts and initiatives.
    6. Ensure all CP12 (0018) careerists achieve the CP12 Level 1 Professional Safety Certificate and Explosives Safety Certificate. The Skills Assessment Worksheet, certificates of course completion, resume, and endorsement memorandum signed by the USACE SOH Director are necessary for the CP12 Professional Safety Certificate. A resume, a CP12 Safety Certificate, supporting documentation for the required explosive safety courses, and an endorsement memorandum signed by the USACE Safety Director are required for the Explosive Safety Certificate. CESO will review and forward application packets to the Army CP12 Certificate Manager.
- Coordinating Instructions. The guidance for implementing the CE-SOHMS can be found at the QMS SharePoint site at the following link:

https://qualtrax.usace.army.mil/Default.aspx?ID=41027. The guidance for applying for the CP-12 and Explosive Safety Certificate can befound at the U.S. Combat Readiness Center website at the following link: https://safety.army.mil/CP-12/Certificate-Programs.

Sustainment. The link to the CE-SOHMS SharePoint site is: https://team.usace.army.mil/sites/HQ/SO/Pages/Home.aspx. The link to the CESO portal is: https://asohms.smscx.org/Login.aspx.

The POC is Dr. Carol Fontanese, CESO, 202-761-8691, [carol.a.fontanese@usace.army.mil.](mailto:carol.a.fontanese@usace.army.mil)

23. Small Business (Small Business Office).
Mission. USACE Office of Small Business leads the organization to fully utilize small businesses, to deliver the USACE mission.

Execution.
Commander's intent:
- Purpose: This office supports the Commander's intent and concept of operations to facilitate continued success in the execution of USACE Small Business Program. In accordance with the above noted referenced regulations USACE is to ensure the maximum prime and subcontracting opportunities are available to small businesses in USACE acquisitions.
- Key Tasks:
  - Serve as principal advisor for the USACE Commanders, Deputy Commanders and Directors on all small business matters.
  - Support execution of USACE program while strengthening both the economic and industrial base through small business prime and subcontract awards.
  - Strengthen strategic partnerships with industry and external partners to build a network of capable small businesses to support the USACE mission.
  - Integrate market research gleaned from outreach events to support market research teams as early in the process as possible.
  - Provide maximum practicable opportunities in acquisitions to small business, service-disabled veteran- owned business, Historically Underutilized Business Zone small business, small disadvantaged business, and women-owned small business concerns. Facilitate a continuously growing industrial base of capable, and technically qualified small business concerns available to respond to USACE's daily, contingency, infrastructure, and natural disaster missions.
  - Improve USACE governance processes and systems by developing strategies that will maintain USACE's significant support of the small business industrial base, the Small Business goals and initiatives set forth by the Department of Army Office of Small Business Programs.
- End State: Division Commanders and Center Directors shall ensure that their teams "plan for success" by including CESB as part of the multifunctional planning team early, and in every step of the acquisition process. The capabilities

of small businesses bring value to our current and future work, thereby, increasing mission success and enhancing our small business industrial base.

Concept of the operations. Commanders and Directors shall continue to actively support the Small Business Programs in their Division, Center, District, and Laboratory.

- Division, Center, and District SBPs shall be included in acquisition planning, project acquisition strategy board meetings and year- end meetings.
- Small Business Coordination Records (DD Form 2579) shall be processed and coordinated with SBPs in accordance with the DFARS and its Supplements.
- No less than two times per year, and more frequently, if needed, the SBPs shall offer small business training to their respective contracting office, and anyone involved in the acquisition process.
- The SBP shall report to their Commander or Director no less than quarterly at each Division, Center, District, and Laboratory, to keep Commanders abreast of the small business achievements and challenges.
- The SBP shall ensure that their Division, Center, District, or Regional Contracting Chiefs receive information monthly on small business initiatives and involvement throughout the acquisition process.

Tasks to Subordinate Units.

- Division, Center, District, and Laboratory: Small business concerns shall be afforded equitable opportunities to compete for all contracts they can perform consistent with their respective missions. Each Division, Center, District, and Laboratory is required to submit unclassified requirements they plan to award over the next three fiscal years, regardless of acquisition strategy or business type, to their respective Military/Civil Works and Resource Management organizations. In turn, the Military/Civil Works and Resource Management will provide a copy annually to CESB. Subordinate units will forecast performance annually, update on a quarterly basis, and track outcomes against the plan. Acquisition forecasts for the next fiscal year shall be provided to CESB NLT 30 June, ATTN: CESB. The implementation of forecasting requires a team approach across the enterprise. Further guidance for implementing the process will be provided by CESB.
- Tasks to HQ Offices and Directorates: Military Programs shall extend an invitation to Associate Director of the CESB to attend any acquisition planning or market research meetings.

Coordinating Instructions. Program implementation is dependent on, and thus concurrent with, program planning and acquisition planning milestones, and typical coordination methods shall be used.

Subordinate Organizations:
- HQ CESB Associate Director: Elizabeth.Walker@usace.army.mil
- HQ CESB Deputy Director: Valerie.B.Oliver@usace.army.mil
- NWD: Christopher.P.Harper@usace.army.mil
- POD: Joan.F.Kaimikaua@usace.army.mil

- SAD: Antwinette.L.Goodman-Cooper@usace.army.mil
- NAD: Rippert.P.Roberts@usace.army.mil
- SPD: Jack.A.May@usace.army.mil
- SWD: Melea.Crouse@usace.army.mil
- LRD: Bonita.M.Carroll@usace.army.mil
- MVD: Marlan.A.Snodgrass@usace.army.mil
- CENTERS: Elizabeth.M.White.@usace.army.mil

Liaison Requirements. Electronic coordination will be used to the maximum extent possible. Where original signatures are required, scanned copies may be used for coordination purposes. In some cases, original signatures may be required by the Office of Counsel or the Senior Contracting Official.

The POC is Ms. Elizabeth Walker, Associate Director, CESB HQ, (202) 761-8789.

24. Paragraph References

24.1. Stakeholders Satisfaction Survey
- Executive Order 13571, April 2011 (Streamlining Service Delivery and Improving Customer Service)

24.2. Environmental Division
- Policy Alert #17-017, Revision 2, "Grants and Cooperative Agreements Standard Operating Procedures".
- ER 200-3-1, "Formerly Used Defense Site (FUDS) Program Policy".
- Policy, CEMP-CED, 08 JUL 2022, "Re-delegation of Assignment of Mission Execution Functions Associated with Department of Defense Lead Agent Responsibilities for the Formerly Used Defense Sites Program".
- Engineer Pamphlet (EP) 500-1-2, "Emergency Employment of Army and Other Resources - Field Force Engineering – USACE Support to Full Spectrum Operations".
- ER 200-1-4, "Formerly Utilized Sites Remedial Action Program".
- ER 1110-2-500, "EPA/USACE Superfund Program Funding and Reporting Requirements".
- USACE Policy CEMP-CEP, "Defining and Renaming 'Environmental Support for Others (ESFO)' Projects as 'Interagency and International Service – Environmental (IIS-E)".
- ER 1140-1-211, "CEMP-CN Non-Department of Defense Reimbursable Services".
- ER 1110-1-8153, "Military Munitions Support Services".
- ER 415-1-11, "Biddability, Constructability, Operability, Environmental and Sustainability (BCOES) Reviews".
- EM 385-1-97 Explosives Safety and Health Requirements Manual.

- Daily Tasking Order (DTO), 21-04-26, CECG Policy, "PFAS Work Acceptance Requirements," APR 2022.
- Policy, CEMP/CERM, "Environmental Portfolio Oversight (EPO) Funding," memorandum, DATE TBD.
- Operational Order (OPORD) 2012-84, "USACE Implementation of Management and Oversight of Army Services Acquisitions".
- CEMP-CE Policy, 2019-02, "Environmental Division Process for Endorsement of Command Service Executive (CSE) Validation Proposals for Environmental Program Acquisitions".
- OPORD 2013-26, "Implementation of USACE Workload to Workforce Initiative – HQUSACE".

24.3. Installation Readiness Division
- AR 420-1, Army Facilities Management, RAR Issue Date: 24 August 2012. https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN15517_R420_1_a dmin_FINAL.pdf.
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