

DEPARTMENT OF THE ARMY  
HEADQUARTERS, FORT MONROE  
Fort Monroe, Virginia 23651-6840

FM Pamphlet  
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Army Programs  
PROGRAMING GUIDE

1. PURPOSE. This pamphlet provides guidance for workload and resource program management at installation and activity level.
2. RESPONSIBILITY. The Ft Monroe Budget - Manpower Guidance (BMG) will be accomplished in accordance with paragraph 3-4, TRADOC Pamphlet 11-11.
  - a. The Deputy Post Commander has the overall staff responsibility for supervising and directing the staff in the development, execution and review and analysis of the Ft Monroe BMG.
  - b. The Director of Resource Management is responsible for interpreting and disseminating instructions to the staff for developing, coordinating, and documenting the Ft Monroe BMG.
  - c. Action officers, Major Activity Directors, and Activity Directors are responsible, within their area, for the development, execution and review and analysis of the applicable segments of the BMG. Appendix B, this pamphlet, assigns primary staff responsibilities.
  - d. Primary staff responsibility for a major activity and for an activity with respect to programing, includes: concurrent with established or establishment of objectives, priorities, policies, standards, workloads, and resource requirements; staff supervision of program execution, including review, resource utilization, or formulation of recommendations for necessary adjustments in the Ft Monroe Budget - Manpower Guidance and overall supervision of subordinate activities.
  - e. Activity segments of the Ft Monroe BMG will be comprised of a narrative, schedules of resource guidance and workload performance data. Instructions for preparation are at Appendix C, this pamphlet.
3. SUPPLEMENT GUIDANCE. Supplemental guidance for Headquarters Ft Monroe is contained in the following appendices to this pamphlet:
  - a. Appendix A - Glossary.



b. Appendix B - Primary Staff Responsibilities for Ft Monroe Budget - Manpower Guidance.

c. Appendix C - Format and Instructions for Preparation of Activity Segments of the Ft Monroe Budget - Manpower Guidance.

4. REFERENCES:

- a. TRADOC Budget - Manpower Guidance, current.
- b. TRADOC Pamphlet 11-11.
- c. Ft Monroe Regulation 10-2, Mission Assignments.
- d. Ft Monroe Supplements to TRADOC Regulations 11 series.
- e. Ft Monroe Reg 10-1, Organization and Functions Manual.
- f. APC Master File, current.



APPENDIX A

GLOSSARY

Terms essential to an understanding of the program and budget system are defined below. For additional terms, see Appendix B to TRADOC Pamphlet 11-11.

Action Officer - An individual, within an activity, responsible for a segment of the Budget-Manpower Guidance.

Activity - A functional subdivision of a Major Activity.

Activity Director - The staff officer responsible for an activity.

Annual Funding Program (AFP) - An annual budget, normally classified by a budget program and appropriation. A forecast of funds to be made available during the fiscal year.

Appropriation - An authorization by an Act of Congress to make payments out of the Treasury for specific purposes.

Approved Operating Budget (AOB) - An approved financial plan for incurring obligations in all consumer fund appropriations. It does not authorize incurring obligations. The AOB serves as an annual limitation in the form of an Annual Funding Program (AFP) subject to the receipt of authorized quarterly allowances. The approved plan and resource distribution are made available by means of a Fund Allowance Document (DA Form 1323).

Army Management Structure (Fiscal Code) - A coded structure, established by AR 37-100-XX, to provide a single, uniform classification of the activities of the Army. This structure standardizes functional relationships and terminology for program management. The structure is subdivided into programs and is the framework for programing, budgeting, funding, accounting, costing, and performance and manpower reporting.

Audit - The review of financial, accounting and related operations as a basis for protective and constructive service to command and management at all levels.

Base Operations Accounts, TRADOC (815796.Z0000) - These accounts designate all other functions of an installation support nature such as supply operations; maintenance of materiel; transportation; laundry and drycleaning; food services; personnel support; and bachelor housing operation, administration and furnishings. BASOPS, Other Key Accounts applicable to HQ Ft Monroe are as follows:

- (1) Supply Operations (.B0000)



- (2) Transportation Services (.D0000)
- (3) Laundry and Drycleaning Services (.E0000)
- (4) The Army Food Service Program (.F0000)
- (5) Personnel Support (.G0000)
- (6) Unaccompanied Personnel Housing Operation, Administration and Furnishings (.H0000)
- (7) Command Element Special Staff (.N0000)
- (8) Community and Morale Support Activities (.S0000)
- (9) Preservation of Order (.T0000)
- (10) Directorate of Resource Management (.U0000)
- (11) Directorate of Plans, Training, and Mobilization (.V0000)
- (12) Directorate of Contracting (.W0000)

Base Level Commercial Equipment (BCE) - Nonstandard equipment, costing \$5,000 or more considered to be an investment end item, which is financed by the OPA appropriation. Locally BCE funds are managed by HQ TRADOC and passed to the installations for specified items of equipment by means of a direct fund citation.

Budget Contract - A contract between TRADOC and the installations which states the resources provided, workload to be accomplished, and documents requirements which are unfinanced.

Budget Execution Review (BER) - The BER is a review of the status of the execution of the budget, conducted after the fourth month of operations. It is the basis for TRADOC's requests to DA for additional funds and for redistribution of fund excesses to finance unfinanced requirements. The Budget Contract is renegotiated after receipt of BER funding.

Budget Manpower Guidance (BMG) - A command's documented course of action in terms of what is to be accomplished, who is to accomplish it, and the resources available or to be made available for accomplishment.

Budget Year (BY) - The specific fiscal year or years to which the Budget-Manpower Guidance and operating budget apply. The budget year usually is considered the year following the current fiscal year.

Command Operating Budget (COB) - A command's detailed statement of the intended application and use of anticipated resources for the budget year.



Commitments - An administrative reservation of funds, based upon firm procurement directives, orders, requisitions, or requests which authorize the creation of an obligation without further recourse to the official responsible for assuring the availability of funds. This term will include lump sum certification of funds.

Cost - The total value of goods and services used to accomplish an objective (see Expenses).

Dollar Guidance - Dollar limitations placed on or anticipated for specific major activities.

Elements of Resource - These are four digit codes which specify the types of resources consumed. See Army Management Structure (AR 37-100-XX).

Expenses - The value of resources consumed or work put in place on items procured or produced.

Fiscal Code - See Army Management Structure (AR 37-100-XX).

Fiscal Year (FY) - The period beginning 1 October and ending 30 September of consecutive calendar years. The fiscal year is designated by the calendar year in which it ends.

Fixed Costs - Items that are stable, critical to support or carry out missions and cannot be stopped or materially reduced during the period being analyzed such as civilian payrolls, communications, utilities, rentals and maintenance contracts.

Fund Allowance Document (FAD) - The sole means of receiving authorization from higher headquarters to use operating resources (obligate) for all appropriations. It provides the annual direct obligation program and quarterly obligational authority (allowance) with footnotes indicating the amounts that may not be exceeded without prior approval and those that are limitations subject to the sanctions of Title 31 USC 1517. The FAD also establishes annual and quarterly funded reimbursement authority.

Funded Costs - Costs incurred which have been, or will be, paid from funds allotted to a command.

Key Accounts - BASOPS/RPMA accounts in the Management Structure identified to provide a common level of accounts for fund identification and for use in provision of funding estimates.

Major Activity Director - A principal staff officer who exercises staff supervision over the development, execution and review and analysis of a principal functional subdivision of the Army Management Structure.



Management Indicators - A standard set of performance measures designated and approved for monitoring and evaluating the performance of TRADOC installation support activities for the command review and analysis program. The management indicators are listed in Annex C TRADOC Reg 11-6.

Obligation - An amount legally reserved for an order placed, contract awarded, or any other transaction which reserve funds for future disbursement and which, under the specified conditions of the transaction, will result in a valid claim against the Government payable from the appropriation or fund involved..

Performance Factor - A workload count (e.g., cubic yards, population served, etc.). The performance factors are listed at the end of the definition for each AMS code in AR 37-100-XX.

Program - An identifiable funding division (see Appendix B, this directive).

Programing - A collective term embracing program development, execution, and review and analysis. It encompasses the detailing of plans into well-defined, time-phased projects, the costing and assignment of required resources, the execution of such projects over an extended period of time and the continuous review and adjustment to ensure effective accomplishment.

Resources - Includes personnel, materiel, supplies, funds and services.

Real Property Maintenance Activities Accounts (RPMA) - TRADOC (815794.2) - These accounts designate those functions of an installation support nature such as operation of utilities, maintenance and repair of real property, minor construction, fire prevention, refuse handling, pest control, and custodial services. RPMA key accounts applicable to HQ Ft Monroe are as follows:

- (1) Operation of Utilities (.J0000).
- (2) Maintenance and Repair of Real Property (.K0000).
- (3) Minor Construction (.L0000).
- (4) Other Engineering Support (.M0000).

Standard Work Center Codes (SWC's) - A three alphacharacter code that is one of the foundations for the Manpower Staffing Standards System (MS-3). The purpose of SWC's is based on the principle that manpower requirements for work centers performing identical/similar functions or work should be developed and applied in a similar manner. It will be used to identify and define like functions and work centers.



Unfunded Costs - Dollar costs incurred which have been, or will be, paid from funds other than those related to an installation (e.g., military labor, paid from open allotments, free issue supplies).

Variable Cost - Items that can be stopped or materially reduced at any time, such as travel, shipping charges, supplies, equipment and one-time nonrecurring items.



APPENDIX B

PRIMARY STAFF RESPONSIBILITIES FOR  
FORT MONROE BUDGET-MANPOWER GUIDANCE

	<u>Action Office</u>
B-1. CHAPTER I - GENERAL GUIDANCE	
General	DRM
Changes in Mission or Support Services Received/Rendered	DRM
Priority of Operations	DRM
Statement of Missions, Major Policies and Emphasis of Effort	DRM
Manpower Utilization	DRM
Utilization of Barracks Space	DEH
Utilization of Facilities	DEH
Utilization of Inter/Intraservice, Interdepartmental/Agency and Intergovernment Support	DOL
Commercial Activities Program	DRM
Army Family Housing	DEH
B-2. CHAPTER II - DETAILED GUIDANCE	<u>Major Activity</u>
Operation and Maintenance	DRM
Program 7 - Central Supply Activities (720000)	DOL
Program 8 - Training and Other General Personnel Activities (800000)	
a. Training (810000)	DRM



B-2. CHAPTER II - DETAILED GUIDANCE (Cont'd)	<u>Major Activity</u>
(1) Other Training Activities (814771.0)	DPTMSEC
(2) Training & Audio-Visual Spt Actvs (815790.0)	DPTMSEC
(3) Command (815798.0)	DPCA
b. Other General Personnel Activities (870000)	
BASE OPERATIONS (815794.Z and 815796.Z)	
OPERATION OF UTILITIES (.J0000)	DEH
MAINTENANCE AND REPAIR OF REAL PROPERTY (.K0000)	DEH
MINOR CONSTRUCTION (.L0000)	DEH
OTHER ENGINEERING SUPPORT (.M0000)	DEH
SUPPLY OPERATIONS (.B0000)	DOL
TRANSPORTATION SERVICES (.D0000)	DOL
a. Administrative Motor Services (.D1000)	DOL
b. Local Transportation Office Opns (.D2000)	DOL
LAUNDRY AND DRYCLEANING (.E0000)	DOL
THE ARMY FOOD PROGRAM (.F0000)	DOL
PERSONNEL SUPPORT (.G0000)	
a. DPCA (.GA000)	DPCA
b. Command Information Activities (.GB000)	DPCA
c. Army Alcohol and Drug Abuse Control Program (.GC thru .GK)	DPCA
d. Military Personnel Activities (.GM)	DPCA
e. Reenlistment Activities (.GN)	DPCA
UNACCOMPANIED HOUSING OPERATIONS, ADMINISTRATION AND FURNISHINGS (.H0000)	DEH



## B-2. CHAPTER II - DETAILED GUIDANCE (Cont'd)

Major Activity

## COMMAND ELEMENT SPECIAL STAFF, HQ COMDT

- |                             |      |
|-----------------------------|------|
| a. Command Element (.NA)    | DPCA |
| b. Judge Advocate (.ND000)  | DPCA |
| c. Chaplain (.NE000)        | DPCA |
| d. EEO (.NF000)             | DPCA |
| e. Internal Review (.NH000) | DPCA |
| f. Safety (.NL000)          | DPCA |

## COMMUNITY AND MORALE SUPPORT ACTIVITIES (.S0000)

- |  |      |
|--|------|
| a. Family Advocacy (.SA)                               | DPCA |
| b. Family Child Care Program Enhancement (.SC000)      | DPCA |
| c. Center-Based Child Development Svcs Actv (.SD000)   | DPCA |
| d. Child Development Education Specialists (SE000)     | DPCA |
| e. Before/After School Child Care (Latch-Key) (.SF000) | DPCA |
| f. Morale Support Activities (.SJ000)                  | DPCA |
| g. Army Community Services (.SK000)                    | DPCA |
| h. Information, Referral and Follow-up (.SL000)        | DPCA |
| i. Relocation (.SM000)                                 | DPCA |
| j. Exceptional Family Member (.SN000)                  | DPCA |
| k. Family Member Employment Program (.SQ000)           | DPCA |
| l. Financial Planning/Consumer Affairs (.SS000)        | DPCA |



m. Installation Volunteer Coordinator Actvs (.ST000)	DPCA
n. Separate Army Bands (.SV000)	DPCA
o. Commissioned Officer, NCO and Enlisted Clubs (.SW000)	DPCA
PRESERVATION OF ORDER (.T0000)	DPCA
DIRECTORATE OF RESOURCE MGT (.U0000)	DRM
a. Program & Budget (.UB000)	DRM
b. Force Management & Management Analysis Division (.UC000 & .UD000)	DRM
c. Commercial Activities (.UC000)	DRM
d. Finance & Accounting (Central Accounting Office) (.UE000)	DRM
DIRECTORATE OF PLANS, TRAINING & MOBILIZATION (.V0000)	DPTMSEC
a. Plans & Ops Division (.V1000)	DPTMSEC
b. Aviation Division (.V7000)	DPTMSEC
c. Museum Activities (.V8000)	DPTMSEC
DIRECTORATE OF CONTRACTING/CONTRACTING DIVISION (.W0000)	DPCA
ARMY FAMILY HOUSING ACCOUNT (1900)	DEH
a. Operations (1910)	
b. Maintenance of Real Property Facilities (1920)	



APPENDIX C

FORMAT AND INSTRUCTIONS FOR PREPARATION OF  
ACTIVITY SEGMENTS OF THE FORT MONROE BUDGET-MANPOWER GUIDANCE

Activity segments of the Ft Monroe Budget-Manpower Guidance document will consist of a narrative, schedules of resource guidance, workload and performance schedules.

C-1. NARRATIVE.

- a. Statement of Major Policies. Cross-reference applicability of appropriate standing guidance (contained in TRADOC Regulations, 11 series). Changes or supplementary statements affecting current or target years should be documented. Cross-reference applicability of Ft Monroe Reg 10-2.
- b. Area of Emphasis. Review current TRADOC Budget-Manpower Guidance and document those areas of emphasis pertaining to Headquarters Ft Monroe.
- c. Objectives. List tasks and workload performance schedules expected to be accomplished.

C-2. SCHEDULES.

- a. Attached is a sample format to provide guidance in the development of workload schedules identified by performance codes ((1), (2), etc.) found in AR 37-100-XX.
- b. Resource guidance schedules (money and manpower) and those pertaining to population served will be developed by the Director of Resource Management.
- c. Explanation of format:
  - (1) Schedule Number. The schedule numbering system consists of two sets of digits separated by a dash. The first set reflects the fiscal year in which the schedule is operable and the second set reflects the applicable AMS code.
  - (2) Schedule Heading. The heading contains the title and type of schedule. The title of the schedule will be the title of the key account. The type of schedule is the activity designation reflected in the second set of digits in the schedule number (AMS Code). Example: Schedule - 86-87. Activity designation for AMS Code .J1000 is Water Service. The type of schedule, therefore, should be "Water Services." AMS Code .J1000 is a subsidiary code of key account .J0000. The title of AMS Code .J0000 is Operation of Utilities. The title of the schedule, therefore, should be "OPERATION OF UTILITIES." See attached sample.



(3) Performance Factor. In this column, enter the appropriate performance factor(s) as shown in AR 37-100-XX (i.e., K \$ Value of Sales (1)).

(4) Programed Workload. Opposite each performance factor, enter the projected workload developed non-cumulatively in quarterly phasing and showing a total for the fiscal year. Unfinanced workload projection, whether partial or whole for any quarter, should be identified by an asterisk and so explained as a footnote.

(5) Reports. List the reports, including Reports Control Symbol (RCS) requiring the programed workload.

(6) Directive. List requiring directive(s) for each report listed.



SAMPLE FORMAT

BMG, FY 86-87  
 Schedule No. 86-87 .J1000

OPERATION OF UTILITIES  
 Water Services

PERFORMANCE FACTOR	TOTAL	PROGRAMMED WORKLOAD			
		1st QTR	2d QTR	3d QTR	4th QTR
Gallons (Units of 1,000 gallons)	1,344,786	282,143	285,539	357,051	420,053

C-3

- REPORTS:
1. Budget Reports, RCS ATRM-105
  2. R&U Tech Data Report, RCS ENG-94
  3. R&U Command Analysis of Utilities Operation, RCS ENG-113

- DIRECTIVES:
1. AR 37-100-87
  2. AR 420-16
  3. AR 420-44 and TB ENG-259

Figure C-1

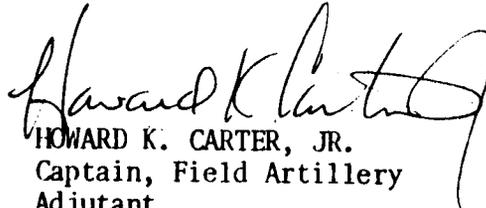


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