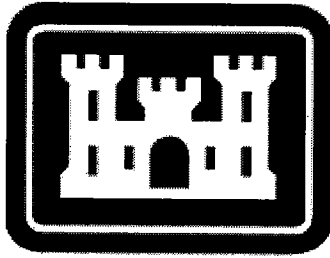


FY 2008



**US Army Corps
of Engineers®**

**CIVIL WORKS PROGRAM
DEVELOPMENT AND
EXECUTION COURSE**

PROSPECT #010

**DALLAS, TEXAS
17 - 20 JUNE 2008**

CIVIL WORKS PROGRAM INTEGRATION DIVISION
HQUSACE (CECW-I) WASHINGTON, DC 203145-1000 CECW-I-06/03/08

COMMONLY-USED ACRONYMS AND ABBREVIATIONS

2101	Schedules of Obligations and Expenditures (pronounced “twenty-one oh! one”)
3011A	Report on Status of CW Appropriations and Work Allowances (pronounced “thirty eleven ay”)
ASA(CW)	Assistant Secretary of the Army (Civil Works)
BA	Budget Authority (from Appropriations Acts)
CBO	Congressional Budget Office
CECW-B	Programs Management Division, HQUSACE
CEFMS	Corps of Engineer Financial Management System
CG	Construction, General (96X3122)
CW	Civil Works
FAD	Funding Authorization Document (issued by Resource Management)
FCCE	Flood Control and Coastal Emergencies (96X3125)
FORCON	Civilian Force Configuration System
FTE	Full-time Equivalent Workyear
FUSRAP	Formerly Utilized Sites Remedial Action Program (96X3130)
GAO	Government Accounting Office
GE	General Expenses (96X3124)
GI	General Investigations (96X3121)
H.R.	House of Representatives (precedes Bill number when Bill originates in House)
LRS	Life Cycle Reporting System
M-CACES	Micro-Computer Aided Cost Estimating System
MR&T	Flood Control, Mississippi River and Tributaries (96X3112)
O&M	Operation and Maintenance, General (96X3123)
OMB	Office of Management and Budget
P.L.	Public Law
PB2A	Detailed Project Schedules
PCA	Project Cooperation Agreement
PDC	Paid During Construction (applies to cost sharing)
PDT	Project Delivery Team
PED	Preconstruction Engineering and Design
PMBP	Project Management Business Process
PRB	Program Review Board
PRIP	Plant Replacement and Improvement Program
PRISM	Project and Resource Information System for Managers
PROMIS	Project Management Information System
S.	Senate (precedes Bill number when Bill originates in Senate)
S&S	Savings and Slippage
SACCR	Schedule and Cost Change Request
Stat.	Statutes at Large
USC	United States Code
WRDA	Water Resources Development Act

Lesson 1

CIVIL WORKS PROGRAM
DEVELOPMENT AND EXECUTION COURSE
LESSON NUMBER 1

TOPIC: 1. INTRODUCTION AND ORIENTATION

- a. Roll Call
- b. Registration Forms
- c. Administrative Announcements
- d. Hotel and Area Information
- e. Overview of Course
- f. Program and Budget Cycle

TIME ALLOTTED: 1 hour, including time for questions and answers

HANDOUTS:

- H 1-1 Course Schedule and Outline
- H 1-2 Professional Sketches of Instructors
- H 1-3 Program and Funding Timetable

REFERENCES: None

DETAILED OUTLINE

- A. INTRODUCTION AND ORIENTATION
- B. COURSE OBJECTIVE AND STRUCTURE
 - 1. First session November 1976 in Baltimore, MD.
 - 2. General, but comprehensive, understanding of:
 - a. Programming concepts and activities.
 - b. Interrelationship between programs management and project management and other organizational functions.
 - c. Overall Civil Works mission accomplishment.
 - 3. Target audience is primarily Civil Works program managers, project managers, Civil Works functional supervisors, and other Project Delivery Team members. Military attendees are usually district commanders, or deputy commanders with Civil Works responsibilities.
- C. COURSE OUTLINE
 - 1. Has four major components arranged chronologically to reflect evolution of the program. However, many activities within the latter three components occur simultaneously as one program and budget cycle overlaps another.
 - a. The Civil Works Program and the Federal Organization, Authorizations, and Appropriations.
 - b. Civil Works Program Development
 - c. Civil Works Program Defense
 - d. Civil Works Program Execution
 - 2. "Civil Works Program and the Federal Organization, Authorizations, and Appropriations" is a overview of relevant organizational and program features and legislative requirements and authorities. It includes discussions of:
 - a. Executive and Congressional Organizations
 - b. Authorization and Deauthorization
 - c. Appropriation Titles (Accounts)
 - d. Current Events
 - 3. "Civil Works Program Development," discusses:
 - a. Programming Concepts and Guidance
 - b. Development of the Various Subprograms
 - c. Funding Capabilities
 - 4. "Civil Works Program Defense" covers roles and actions of:
 - a. The Administration (through the President's Budget)

- b. The Assistant Secretary of the Army (Civil Works)
 - c. The Chief of Engineers and Division Commanders
 - d. The Congress (Congressional Committees)
5. "Civil Works Program Execution" focuses primarily on:
- a. The Legislative Process
 - b. Reprogramming Funds
 - c. Manpower Requirements
 - d. Scheduling and Execution
6. Many of the events in each program and budget cycle occur simultaneously:
- a. Authorizing legislation
 - b. Developing the program for the year after next
 - c. Defending next year's program
 - d. Executing this year's program

D. PROGRAM AND FUNDING TIMETABLE

1. The Development, Defense, and Execution timeline extends over nearly three fiscal years.
2. Initial Activities (Start about 21 months before the beginning of the budget fiscal year).
 - a. FEBRUARY - Initial OMB ceiling.
 - b. FEBRUARY OR EARLIER - Preparation of Cost Estimates, including Schedule and Cost Change Requests (SACCR's).
 - c. MARCH/APRIL/MAY - Preparation of draft field program and budgetary requirements and supporting justification.
 - d. MARCH/APRIL - HQUSACE issues Engineer Circular (Program and Budget EC) guidance for major appropriations.
3. Initial Field Submission and HQUSACE Review.
 - a. MAY/JUNE - Field preparation, review and submission of alternative level programs.
 - b. JUNE/JULY/AUGUST - HQUSACE/OASA(CW) review and evaluation.
 - c. AUGUST - OMB may adjust ceiling and budget criteria.
4. HQUSACE Budget Allowance and OMB Submission.
 - a. AUGUST - HQUSACE advises Divisions and Districts of allowances to be used for presentation to OMB.
 - b. AUGUST - HQUSACE prepares and presents overall Corps budget summary to OASA(CW).

- c. AUGUST/SEPTEMBER - Field preparation of supporting data to justify budget.
 - d. SEPTEMBER - Final OASA(CW) review.
 - e. OCTOBER - Transmittal of recommendations to OMB and OMB hearings and review.
5. OMB Budget Allowance (Passback).
- a. NOVEMBER - OMB furnishes thru OASA(CW) to HQUSACE overall budget allowance for programs, studies, and projects.
 - b. DECEMBER - Preparation of the final budget submission in support of the OMB allowances.
6. Congressional Submission.
- a. DECEMBER/JANUARY - Final budget justification and other budgetary information are submitted to HQUSACE through the Division.
 - b. JANUARY/FEBRUARY - HQUSACE prepares additional supporting information on the Corps budget.
 - c. FEBRUARY - President submits the budget to Congress no later than the first Monday in February. HQUSACE furnishes detailed justifications and supporting data to the Congressional Committees.
 - d. DECEMBER/JANUARY/FEBRUARY - Districts, Divisions, and HQUSACE prepare additional information needed by the Division Commander, Director of Civil Works, Chief of Engineers, and ASA(CW) to defend the President's Budget request before Congress.
7. Defense Before Congress.
- a. FEBRUARY - Assistant Secretary of the Army (Civil Works) and Chief of Engineers (Policy Statements).
 - b. FEBRUARY - Division Commanders (Status Reports).
 - c. FEBRUARY - Director of Civil Works, Remaining Items.
 - d. MARCH/APRIL - Non-Departmental and Local Interests testimony (support and opposition).
 - e. JUNE - Senate Recall Testimony (Director of Civil Works), when scheduled (last time was in 1980).
8. Appropriations Bill (Customarily originates in the House).
- a. MAY - House Subcommittee on Energy and Water Development reports its recommendations to the Appropriations Committee.
 - b. JUNE - Committee makes recommendations to the full House.
 - c. JUNE - House Bill passed, possibly with floor amendments, and sent to the Senate.
 - d. JUNE - Senate Subcommittee on Energy and Water Development reports its recommendations to the Appropriations Committee.

e. JUNE/JULY - Committee makes recommendations to the full Senate and Bill is passed, possibly with floor amendments.

f. JULY - House and Senate Appropriations Committees meet jointly as the Committee of the Conference to resolve differences in their respective Bills.

d. JULY/SEPTEMBER - Conference Committee version of the Bill is presented to the full House and Senate for passage (amendments beyond Conference agreement not permitted).

e. JULY/SEPTEMBER - Congress sends Bill to the President for signature (President has ten days, excluding Sundays, to sign or veto... otherwise, Bill automatically becomes law).

9. Allotments of Appropriated Funds.

a. OMB must apportion funds to HQUSACE 30 days after appropriation or 20 days before 1 October, whichever is later.

b. HQUSACE issues initial work allowances and allotments to Districts through the Divisions by 1 October (or later if appropriations and/or apportionments are late).

c. Throughout the fiscal year, program execution schedules are developed, monitored, and adjusted as needed.

d. Program execution performance is briefed to the Chief of Engineers at the quarterly Command Management Reviews (CMR), attended by Division commanders.

**CIVIL WORKS PROGRAM DEVELOPMENT AND EXECUTION COURSE
COURSE SCHEDULE AND OUTLINE
DALLAS/FT. WORTH, TX 17 - 20 JUNE 2008
(59th Session)**

Lsn No. Instructor Approx. Time and Duration (Hours)

Outline

BEGIN 1ST DAY, TUESDAY, 17 JUNE 2008

1. Jones 8:00-9:00 am
(1)

1. INTRODUCTION AND ORIENTATION

- a. Roll Call
- b. Registration Forms
- c. Administrative Announcements
- d. Hotel and Area Information
- e. Overview of Course
- f. Program and Budget Cycle

2. THE CIVIL WORKS PROGRAM AND THE FEDERAL ORGANIZATION, AUTHORIZATIONS, APPROPRIATIONS

2. Greer 9:00-10:00 am
(1)

- a. Executive Branch and Congressional Organizations
 - (1) Office of the President
 - (2) Office of Management and Budget
 - (3) Office of the ASA(CW)
 - (4) Corps of Engineers
 - (5) Public Works Committees
 - (6) Appropriations Committees
 - (7) Budget Committees and Congressional Budget Office
 - (8) Our Relationship with Congress

15-MIN BREAK 10:00-10:15 am
(¼)

3. Greer 10:15-11:30 am
(1¼)

- b. Authorization, Classification, and Deauthorization of Studies and Projects
 - (1) Studies
 - (2) Preconstruction Engineering & Design
 - (3) New Projects
 - (4) Other Programs and Program Limits
 - (5) Cost Sharing
 - (6) Classification
 - (7) Deauthorization

LUNCH 11:30-1:00 pm
(1½)

4. Greer 1:00-2:00 pm
(1)

- c. Appropriations
 - (1) Titles and Structure
 - (2) Budget Authority and Budget Outlays
 - (3) Continuing Appropriations
 - (4) Supplementals

Lsn No.	Instructor	Approx. Time and Duration (Hours)	Outline
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CONTINUE 1ST DAY, TUESDAY, 17 JUNE 2008

3. CIVIL WORKS FUNCTIONAL PROGRAMS

- | | | | |
|--------------|---------|-----------------------|---|
| 5. | Pointon | 2:00-2:45 pm
(3/4) | a. General Investigations (GI) Program <ul style="list-style-type: none"> (1) Reconnaissance Studies (2) Feasibility Studies (3) Preconstruction Engineering and Design (PED) (4) Coordination Activities (5) Data Collection Activities (6) Research and Development |
| 15-MIN BREAK | | | |
| | | 2:45-3:00 pm
(1/4) | |
| 6. | Mugler | 3:00-3:45 am | b. Construction Account and Program <ul style="list-style-type: none"> (1) Appropriations Language (2) Business Lines (3) Project Taxonomy (4) Project Development Life Cycle (5) Budget Policy for Continuing Projects and Programs (6) Budget Policy for New Work (7) Project Partnership and Cost Sharing |
| 7. | Pointon | 3:45-4:30 pm
(3/4) | c. Project Operation and Maintenance O&M) and Other Operating Programs <ul style="list-style-type: none"> (1) Objectives (2) Background (3) Program Development (4) O&M Management (5) Remaining Items (6) Emergency Authorities |

BEGIN 2ND DAY, WEDNESDAY, 18 JUNE 2008

4. CIVIL WORKS PROGRAM DEVELOPMENT

- | | | | |
|-------|-------|--------------------------|---|
| 8. | Price | 8:00-8:30 pm
(1/2) | a. Performance Based Budgeting <ul style="list-style-type: none"> (1) Linkage of Budget and Performance (2) Performance Measures |
| 9. | Price | 8:30-11:30 am

(2) | b. Program Development Concepts and Guidance <ul style="list-style-type: none"> (1) The Federal Budget (2) Business Lines (3) Priorities and Balance (4) New and Ongoing Requirements (5) OMB and OASA(CW) Guidance (6) EC Guidance |
| LUNCH | | | |
| | | 11:30-1:00 pm
(1 1/2) | |

<u>Lsn</u>	<u>Instructor</u>	<u>Approx. Time and Duration (Hours)</u>	<u>Outline</u>
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CONTINUE 2ND DAY, WEDNESDAY, 18 JUNE 2008

4. CIVIL WORKS PROGRAM DEVELOPMENT

10.	Price Guidance	1:00-2:30 pm (1-1/2)	c. Program Development Concepts and (1) The Federal Budget (2) Business Lines (3) Priorities and Balance (4) New and Ongoing Requirements (5) OMB and OASA(CW) Guidance (7) EC Guidance
15-MIN BREAK			
		2:30-2:45 pm (1/4)	
11.	Osborne	2:45-3:45 pm (1)	d. Funding Capabilities (1) Establishment (2) Approval (3) Disclosure and Updating
12.	Osborne	3:45-5:00pm (1 1/4)	e. Program Development and Defense Involvement by Division and District

BEGIN 3RD DAY, THURSDAY, 19 JUNE 2008

5. CIVIL WORKS PROGRAM DEFENSE

13.	Price	8:00-9:00 am (1)	a. Administration Participation (1) Office of the ASA(CW) (2) OMB Hearings and Passback (3) President's Budget
14.	Price	9:00-10:00 am (1)	b. Congressional Justifications and Hearings (1) Budget Justification Materials (2) Appropriations Hearings (a) ASA(CW) and Chief of Engineers (b) Division Commanders (c) Remaining Items (d) Non-Departmental Hearings (3) Public Works Hearings (4) Published Hearings Record
15-MIN BREAK			
		10:00-10:15 am (1/4)	

CONTINUE 3RD DAY, THURSDAY, 19 JUNE 2008

6. CIVIL WORKS PROGRAM EXECUTION

15. Jones 10:15-11:30 am (1³/₄) a. Committee Reports, Bills, and Acts
(1) Legislative Process
(2) Document Use
(3) Congressional Changes to the Budget
- LUNCH 11:30-1:00 pm (1¹/₂)
- 16 Mugler 1:00-2:15 pm (1¹/₄) b. Distribution of Funding
(1) Accounts
(2) Glossary of Funding Terms
(3) Players
(4) Anti-Deficiency Act
(5) Distribution of Funding to USACE
(6) Allotments by CERM
(7) Work Allowances by CECW-I
(8) VTC Process for Adds
(9) Earmarks Issue
(10) Continuing Resolution Acts
- 15-MIN BREAK 2:15-2:30 pm (1⁴/₄)
17. Mugler 2:30-4:00 pm (1¹/₂) c. Program Execution
(1) Players
(2) Glossary of Terms
(3) PPA
(4) P2 Transaction Types
(5) Reprogramming
(6) Scheduling and Metrics
(7) Contracts
(8) Management of CAP Programs
(9) Management of Inland Waterways Trust Fund
18. Jones 4:00-5:00 pm (1) d. Project and Program Management Community of Practice

<u>Lsn No.</u>	<u>Instructor</u>	<u>Approx. Time and Duration (Hours)</u>	<u>Outline</u>
BEGIN 4TH DAY, FRIDAY, 20 JUNE 2008			
19.	Loew	8:00-10:00 am (2)	e. Status and Outlook of Funding, Legislation (Current Events Topic) (1) Current Year Funding (2) Supplemental Appropriations (3) Budget Year Outlook (4) Legislative Program (5) Program Execution and Performance Measurement
	15-MIN BREAK	10:00-10:15 am ($\frac{1}{4}$)	
20.	Glyer	10:15-12:15 am (2)*	f. Manpower Requirements and Execution (1) The Manpower Process (2) Workload and Requirements (3) FORCON Algorithms (4) HQUSACE Guidance and Allocations (5) Standard Reports and Information (6) USACE Trends
	* Includes break		
21.	Jones	12:15-12:30 (1/4)	7. COURSE EVALUATIONS AND PRESENTATION OF CERTIFICATES

**CIVIL WORKS PROGRAM DEVELOPMENT AND EXECUTION COURSE
PROFESSIONAL SKETCHES**

JENNIFER GREER

Education:	1986	MBA, Drury College, Springfield, MO
	1984	BA, Business Administration, Drury College, Springfield, MO
Experience:	2005-Present	Chief, Future Directions Branch, HQUSACE
	2003-2005	Civil Works, Programs Integration Branch, HQs
	2002-2003	Special Assistant to Acting Assistant Secretary Of the Army (Civil Works), HON Les Brownlee
	2001-2002	Detaillee, House Appropriations Subcommittee on Energy and Water
	2000-2001	Special Assistant to Assistant Secretary of the Army (Civil Works), HON Joseph Westphal
	1997-2000	Executive Assistant/Congressional Liaison, MVS
	1994-1997	Economist, Planning Division, MVS
	1988-1994	Real Estate Division, MVS

PETER C. GLYER

Education:	1987	U.S Army Command and General Staff College
	1974	MA, International Relations, University of Southern California
	1970	BS, City and Regional Planning, California State Polytechnic University, San Luis Obispo, CA
Experience:	1997-Pres	Civil Program Workforce Manager, Manpower and And Management Division, Directorate of Resource Management, HQUSACE
	1989-1997	Civil Program Workforce Manager, Centralized Programs and Systems Management Branch, Programs Management Division, HQUSACE
	1985-1988	Engineering System Programs Manager, SPD
	1983-1985	GI Program Manager, South Pacific Division
	1977-1983	Study Manager, Planning Division, Los Angeles
	1970-1977	Corps of Engineers Officer, U.S Army

KYLE L. JONES, JR.

Education:	1984	MBA, George Mason University
	1968	BSEE, Virginia Polytechnic Institute
	1966	ASEE, Bluefield College
Experience:	2004-Pres	Program Manager, Programs and Project Management Community of Practice
	1990-2004	Senior Programs Manager, Mississippi River Commission, Central Programs Branch, Programs Management Division, HQUSACE
	1998	Detail, Office of Congressional Affairs, HQUSACE
	1994	Detail, House Appropriations Committee, Subcommittee on Energy and Water Development
	1992-1993	Detail, Office of Management and Budget (3months)
	1980-1990	Chief, Hydropower Section, Operations Branch, Operations, Construction, and Readiness Division, HQUSACE
	1976-1980	Electrical Engineer, Hydropower Section, Operations Branch, Operations, Construction, and Readiness Division, HQUSACE
	1975-1976	Electrical Engineer, Allatoona-Buford-Carters, Operations Division, Mobile District
	1972-1975	Electrical Engineer, Project Operations Branch, Savannah District
	1969-1972	Corps of Engineers Army Officer, Mobile District

MARK W. MUGLER

Education:	1975	Masters of Architecture in Urban Design, Rice University
	1971	Bachelor of Arts, Yale University
Experience:	2007-pres.	Chief, Project Programs Branch, Program Integration Division, Civil Works Directorate, HQUSACE
	2000-2007	Fiscal Programs Management Officer, Office of the Assistant Secretary of the Army for Civil Works
	1994-2000	Senior Area Manager, Eastern Branch, Programs Management Division, Directorate of Civil Works, HQUSACE
	1990-1994	Action Officer, Project Management Division, Directorate of Civil Works, HQUSACE
	1988-1990	Vice President and Director of Water Resources, Apogee Research
	1980-1988	Senior Policy Analyst, USAE Institute for Water Resources
	1975-1980	Program Planner, Division of Water Resources, Illinois Division of Water Resources

WILLIAM H. OSBORNE

Education:	1977	U.S Army Command & General Staff College
	1963	BS, Agricultural Engineering, University of Tennessee
Experience:	1994-Pres	Chief, Civil Programs Division, Programs Management Directorate, South Atlantic Division
	1989-1994	Chief, Programs Management Division, Programs and Project Management Directorate, South Atlantic Division
	1988-1989	Chief, Programs Management Office, South Atlantic Division
	1973-1988	Assistant Chief, Program Development Office, South Atlantic Division
	1970-1973	Civil Engineer, South Atlantic Division
	1965-1970	Civil Engineer, Jacksonville District

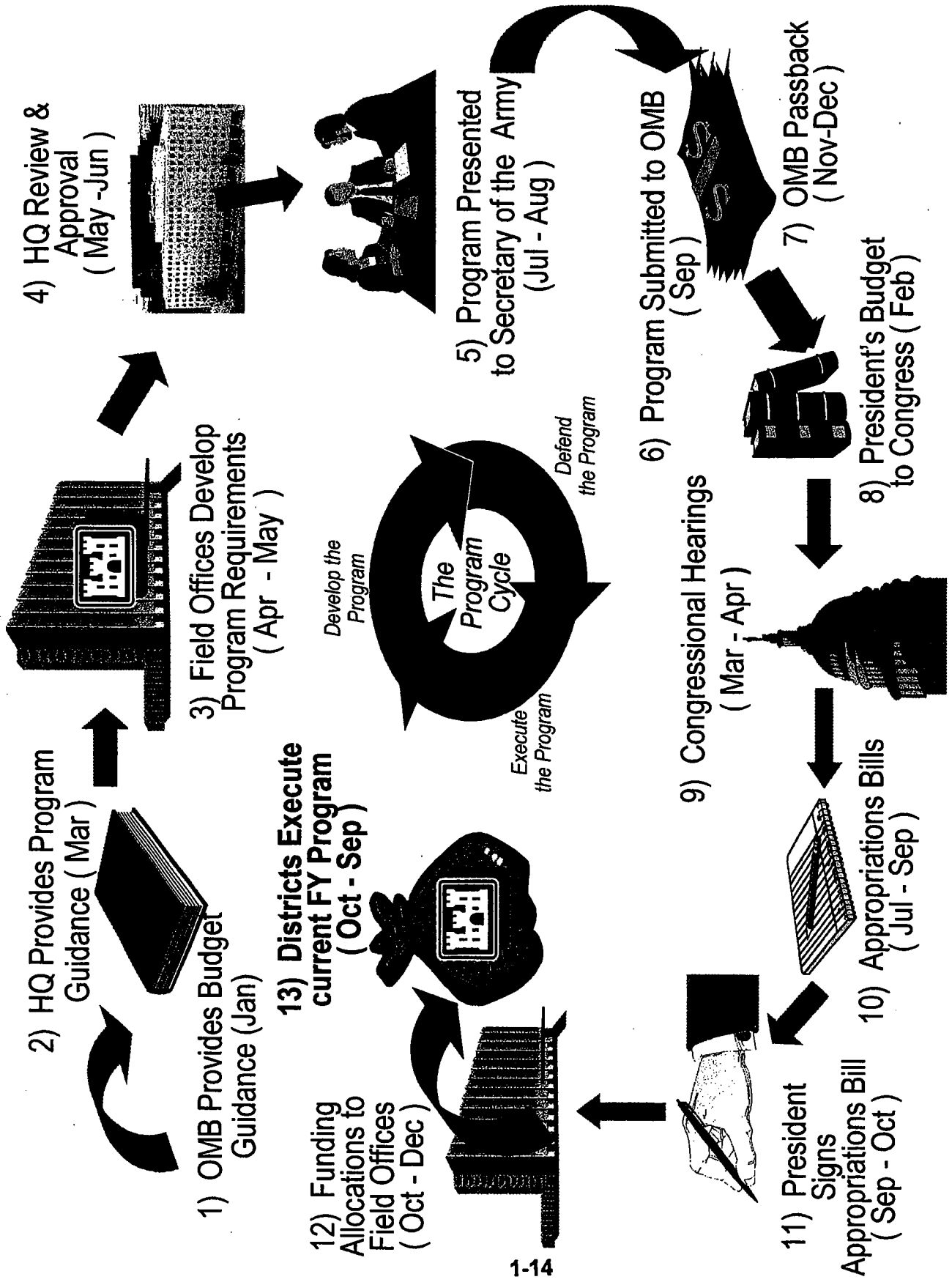
ED PRICE, PE

Education:	1973	BS Civil Engineering, University of Memphis
	1976	MS Civil Engineering, University of Memphis
Experience:		
	2004-Pres	Program Manager, Programs Integration, HQUSACE
	2002-2004	LRD Planning Program Manager, Planning and Policy Division, HQUSACE
	2000-2002.	Program Manager, Eastern Programs Branch, HQUSACE
	1995-2000	Review Manager, Policy Review Branch HQUSACE
	1974-1995	Project Manager, Planning Division, Memphis District

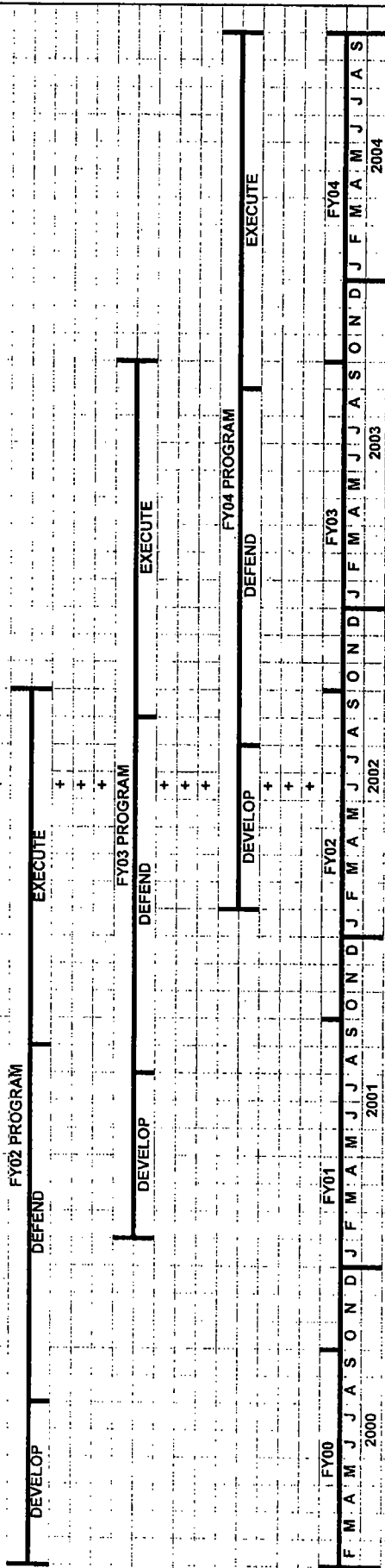
Mark R. Pointon
Instructor

Mr. Pointon has essentially worked for the U.S. Army Corps of Engineers (the Corps) his entire career. He began his professional career in the Corps in 1981. In 1984 he joined the staff of the Dredging Division of the Corps Water Resources Support Center in Alexandria, Virginia. From there he moved to the Corps Headquarters office in Washington, D.C. to manage the Corps Revolving Fund capital acquisition program (PRIP). After a short detour to work for the Army Deputy Chief of Staff for Logistics in the Pentagon, he quickly returned to the Corps. From 1991 to 2002, Mr. Pointon worked for the Corps Institute for Water Resources, located in Alexandria, Virginia. He was the Executive Assistant to the Inland Waterways Users Board, a congressionally mandated federal advisory board, and supported the inland navigation program including the Inland Waterways Trust Fund. He also supported the Corps Operation and Maintenance (O&M) program and the national dredging program. From 2002 to March 2007, Mr. Pointon was a program manager in Corps Headquarters in Washington, D.C. for the Operations and Regulatory Community of Practice (COP) Navigation Operations Branch, and he also served as the deputy Navigation Business Program manager, and helped manage the O&M program and the dredging program. In January 2006 he became the Executive Secretary of the Inland Waterways Users Board. Since March 2007, he has been the O&M account Manager in the Corps Headquarters. He has written various technical publications and regulatory guidance on such topics as the Corps dredging program, funding for port and inland navigation projects, and the federal budgeting process. Mr. Pointon also regularly speaks at national annual conferences such as the National Dredging Meeting, the Western Dredging Association (WEDA), the International Navigation Association or PIANC, the Transportation Research Board (TRB), and ASCE Ports and Dredging series. Mr. Pointon is also a member of PIANC and TRB committees.

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US ARMY CORPS OF ENGINEERS
PROGRAM AND FUNDING TIMETABLE



ACTIVITIES

ACTIVITIES	FY DATES
DEVELOP	
FEB INITIAL OMB CEILING AND COST ESTIMATE UPDATE	FY 00 = OCT 99 - SEP 00
APR PROGRAM AND BUDGET ENGINEER CIRCULAR	FY 01 = OCT 00 - SEP 01
MAY NEW START PROGRAM SUBMISSION	
JUN CONTINUING PROGRAM SUBMISSION AND OMB CEILING REVISION	FY02 = OCT 01 - SEP 02
JUL HEADQUARTERS PROGRAM REVIEW	
DEFEND	
AUG ASSISTANT SECRETARY OF THE ARMY (CIVIL WORKS) REVIEW	FY03 = OCT 02 - SEP 03
SEP OMB SUBMISSION AND OMB HEARINGS	
NOV OMB PASSBACK	
FEB PRESIDENT'S BUDGET	
MAR ASSISTANT SECRETARY OF THE ARMY (CIVIL WORKS) AND CORPS APPROPRIATIONS HEARINGS	FY04 = OCT 03 - SEP 04
JUN HOUSE APPROPRIATIONS BILL	
JUL SENATE APPROPRIATIONS BILL	
AUG CONFERENCE	
EXECUTE	
SEP APPROPRIATIONS ACT	
OCT APPORTIONMENT, WORK ALLOWANCES, AND IMPLEMENTATION PLANS	
NOV SCHEDULES OF OBLIGATIONS AND EXPENDITURES	
EOY REVIEW PROGRESS AND REPROGRAM FUNDS AS NEEDED	