

DEPARTMENT OF THE ARMY  
Wilmington District, Corps of Engineers  
P. O. Box 1890  
Wilmington, North Carolina 28402-1890

DISTRICT REGULATION  
No. 37-1-24

3 February 1989

OPERATING BUDGET

1. Purpose. This regulation defines the scope, responsibilities and implementing instructions for development of the Wilmington District Operating Budget and the review and approval processes required to implement ER 37-1-24.
2. Scope. This regulation is applicable throughout the Wilmington District.
3. References.
  - a. ER 37-1-24, Operating Budgets
  - b. ER 37-2-10, Accounting and Reporting Civil Works Activities
  - c. ER 37-345-10, Accounting and Reporting - Military Activities
4. Discussion. The Operating Budget is a one year Financial Management Plan developed in August of each year for the upcoming fiscal year. It is a formal written plan that interrelates and reconciles the operating requirements with the funding and manpower allocated to the district. It is also a tool for the review of actual expenditure of resources against the budget to identify reprogramming actions required. Operating Budgets are developed by each staff organization. A senior Program Budget Advisory Committee (PBAC) is established to recommend resource levels to the Commander. The Commander will establish the initial operating budget and approve major changes occurring as a result of the review process. A Working Program Budget Advisory Committee (WPBAC) is also required. These members are normally the persons responsible for developing the operating budget input and performing the analysis of actual resources used periodically. The Mid-Year Review process is used to determine program imbalances and to reprogram resources within existing manpower and funding constraints. Out of cycle reviews may also be required if manpower or funding levels of the district are changed within the budget year.
5. Responsibilities.
  - a. The Chief, Resource Management Office has overall responsibility for the development and review of the Operating Budget. The guidance for development of the Operating Budget, markup of submissions and

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presentation to the WPBAC/PBAC and Commander will be accomplished by the Budget Officer. The Budget Officer will also provide the functional managers with actual costs periodically and present the Program, Review and Analysis data on a quarterly basis.

b. The Chief, Program Management is responsible for providing the Resource Management Officer with funding and manpower data from the Force Configuration (FORCON) submission and revised figures as they become available through Program Management channels.

c. The Chief, Engineering Division is responsible for providing the Resource Management Officer with projected military workload in dollars and manpower for inclusion in the Operating Budget guidance.

d. The Assistant Personnel Officer, Wilmington Operating Branch is responsible for providing the Resource Management Officer guidance for awards and training for inclusion in the Operating budget guidance.

e. All staff elements are responsible for providing members for the Working Program Budget Advisory Committee (WPBAC), developing budget submissions as required and for conducting the mid-year reviews of their budgets to determine if reprogramming actions are needed.

f. The PBAC is responsible for reviewing the staff submissions, recommendations of the WPBAC and the Budget Officer, and developing recommended funding and manpower levels to be presented to the Commander. The recommendations must be consistent with a balanced plan to meet the needs of the district to include mission and support organizations.

g. The WPBAC is responsible for reviewing staff element budget data and the markup by the Budget Officer; resolving differences; and/or making recommendations to the PBAC. Members are also advisors to the PBAC.

## 6. Procedures.

a. Based upon guidance provided by the Program Management Office and other sources, the Budget Officer will issue the budget call in July of each year. The Budget Officer will review the staff input comparing it to prior year costs and resource restraints. He/she will then call a meeting of the WPBAC to review the input, resolve differences and to develop recommendations for presentation to the PBAC.

b. Based upon the WPBAC recommendations, the Budget Officer will develop a presentation for the PBAC.

c. The PBAC will review and make recommendations as to distribution of resources to the Commander.

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d. The Commander approves/disapproves the Operating Budget. If the Operating Budget is disapproved, the PBAC will revise the Operating Budget to conform with the Commander's guidance.

e. The status of actual costs against budget will be presented to the Commander on a quarterly basis.

f. The Mid-year Review will address reprogramming actions on an exception basis.

g. The Schedules for the Annual Operating Budget Cycle and Mid-Year Review are found at Appendix A & B.



PAUL W. WOODBURY  
Colonel, Corps of Engineers  
Commanding

2 Appendixes

App A - Annual Operating  
Budget Cycle

App B - Mid-Year Review Cycle

## APPENDIX A

### ANNUAL OPERATING BUDGET CYCLE

15 Jun	RM - Develop proposed resource levels (manpower, dollars) and make recommendations to the PBAC.
1 Jul	PBAC - Allocate resources using RM's manpower "strawman" and submit results to RM.
15 Jul	RM - Issue Budget Call using PBAC guidance.
10 Aug	All Offices - Develop proposed budgets based on Budget Call guidance.
1 Sep	RM - Review budget submissions, make adjustments and submit to the WPBAC for review.
15 Sep	WPBAC - Review budget submissions, make adjustments and provide recommendations to the PBAC.
28 Sep	PBAC - Review and adjust budget and recommend approval by the Commander.
30 Sep	CDR - Review and approve/disapprove budget.
10 Oct	RM - Issue approved operating budget to all offices.

## APPENDIX B

### MID-YEAR BUDGET CYCLE

15 Apr	RM - Provides functional managers with actual cost data and manpower usage. Functional managers conduct review and develop revised requirements if necessary.
30 Apr	WPBAC - Reviews all changes and develops recommendations for presentation to the PBAC.
7 May	PBAC - Review and adjust budget and recommend approval by the Commander.
10 May	CDR - Review and approve/disapprove budget.
15 May	RM - Issue approved operating budget to all offices.

These procedures assume that no cuts in manpower or funding occurs. If cuts are received, the PBAC will review and provide guidance to RM prior to 15 Apr.