LMP EXPRESS

September 2013

What's Next at LMP

26 Sep: Logistics Executive Steering Committee (LESC)*

26 Sep: Quarterly Performance Review with PEO EIS*

25 Oct: Increment 2 Critical Design Review #2*

29 Oct: Logistics Enterprise Management Meeting (LEMR)*

SES-level meeting

MESSAGE from the Director

In any organization's infrastructure, there must be a smooth flow of information and good working relationships among all team members, partners, and customers in order to maintain a healthy and successful environment. The importance of maintaining this beneficial relationship is crucial to the Logistics Modernization Program's (LMP) success. And I'm here to tell you that LMP's leaders and chain of command have nothing but respect and admiration for our team and all we do.

I believe that our team's skills in time management and efficiency, as well as our reliable work ethic, are factors that have contributed to creating and maintaining such a healthy and respectable relationship among leadership and our chain of command. Earning their respect is a complement to our ability to act and react to projects, issues, and assignments with exceeding fluidity, providing answers and insights when and where our leadership needs them.

The LMP Product Management Office (PMO) consistently delivers products promptly and within budget, a testament to our team's efficiency, capabilities, and expertise. With special attention to the urgency with which so many of our taskers come to us, our team does whatever it takes to provide timely and accurate turnaround, using all of our knowledge and skills to provide a swift channel of communication.

Most recently, we delivered quality products in support of the LMP Increment 2 Milestone B. In fact, our Milestone B documents were so good that the Department of the Army (DA) plans to use some of them as examples for others going through the Business Capability Lifecycle (BCL) process. This only further exemplifies our level of commitment to provide excellent products with the efficiency and professionalism our leadership has come to expect from us.

Because of our hard work, the LMP PMO has proven ourselves as a reliable and trustworthy partner to our immediate leadership at Project Manager Army Enterprise Systems Integration Program (PM AESIP) and Program Executive Office, Enterprise Information Systems (PEO EIS), as well as to the DA, the test community, Office of the Secretary of Defense (OSD), and many more. Thank you for always remaining professional and doing what it takes to support our leadership, and maintain and strengthen our relationships every day. HOOAH!!

Gabe Saliba
LMP Product Director

Deputy's Corner: The Army Strategic Management System

As the new LMP Deputy PD (DPD), I plan to continue the work done by my predecessor, Mr. Lee Weaver. While I have big shoes to fill, my hope is to carry on the high quality of work that has come from this office. With that, I also plan to continue his theme for this message, which is to provide information and updates on the program's internal workings so that our team knows and understands all the different taskers and actions necessary to keep our program moving forward. In this edition, we are going to look at the Army Strategic Management System (SMS).

The Army SMS is a web-based performance management tool available to all Army organizations and components. Available since 2006, the system tracks program's performance and mission objectives based on respective core missions, strategic goals, and objectives. The data put into the system is then analyzed to provide leaders with important situational awareness of strategic performance.

Dan Martinez, LMP DPD

The LMP PMO provides information monthly and quarterly to PEO EIS in three categories:
1) Design, develop, and field Enterprise information system capabilities for the Army
2) Shape a high-performing acquisition workforce
3) Develop a culture of productivity and business transformation

Several sub-items feed into these larger categories, providing areas for more detailed reporting so that programs demonstrate what we are doing to support the PEO EIS and Army strategic management goals.

For the last several months, the LMP PMO has reported green across the board, demonstrating our effectiveness in executing our overall program and meeting required thresholds for success. In addition to our efforts to maintain our "green" status, we also continue to find ways to improve how we operate at a programmatic level. In future editions of the *LMPExpress,* we will visit the LMP PMO's various initiatives to do just that.

PM AESIP Change of Charter

On August 15, 2013, COL Harry Culclasure took over leadership as PM AESIP from COL Pat Flanders during a Change of Charter ceremony held at the Hoffman Building in Springfield, VA. Mr. Douglas Wiltsie (l.), PEO EIS, presented COL Culclasure with his charter.

COL Culclasure joins PEO EIS from the Deputy Chief Information Office/G-6 in the Pentagon, where he served as the Executive Officer. Prior to this new role, he completed numerous tactical assignments with both the 3/325 Airborne Battalion Combat Team in Vicenza, Italy, and the 3rd Infantry Division (Mechanized) at Fort Stewart, GA. He also has extensive contracting experience, having served in numerous positions at the Defense Contract Management Agency. He graduated from the Citadel and has earned two master's degrees - one from the Command and General Staff College, and one from the Army War College.

In some parting remarks during the PM AESIP site visit to LMP in Marlton, NJ on August 12, 2013, COL Flanders said via teleconference, "As a PM, you can't ask for more than support from your team and peers, stable funding, excellent managers, and backing from leaders. I'm a lucky guy to have had all four and am grateful for all the hard work and support I've received these past four years."

COL Flanders also provided some words of wisdom to anyone making a career change. "You never really know if a job is going to be too big for you. You have to look within and decide...I don't want to do it; I can't do it; or it just can't be done [by anyone]. And once you know the answer, only then can you move forward and make the right decisions."

The LMP team welcomes COL Culclasure and bids a fond farewell to COL Flanders. HOOAH!!

Understanding the AMC LMP Change Requirements Process
by Josh Call, AMC G-3/4 Enterprise Capabilities Integration Division & Cindy Johnson, LAISO

Ever wonder how fixes and enhancements make their way into the LMP system? The answer lies within the AMC LMP change requirements process.

While the LMP was being deployed, AMC and the LMP PMO focused on meeting critical deployment requirements and then stabilizing the deployments. This deployment-focused mindset reviewed individual Change Requests (CRs) and Engineering Change Proposals (ECPs) from deploying Commands, and then worked them based on their criticality. By looking at CRs this way, it naturally established a "cut line" of CRs to be worked. Items for other Commands waited without review or additional analysis, while deployment requirements got priority treatment determined by funding availability. Now that the LMP is in sustainment, AMC and the LMP PMO changed their mentality to prioritizing system enhancements across the entire AMC Enterprise.

To begin that culture shift, AMC and the LMP PMO established regular Final Regression Tests and releases, spaced approximately eight months apart (these are the major functional releases you see and hear about). This allows the LMP development lifecycle to progress normally, and allows AMC and the LMP PMO to make capability deployments an event-driven decision, not a time-driven decision (i.e. we complete a release when things are needed vs. completing a release just because the schedule says so). Secondly, AMC and the Lead AMC Integration Support Office (LAISO) host recurring priority reviews in order to establish an AMC priority list, integrating requirements from across the AMC Enterprise into capability packages for the LMP PMO to workload.

Additionally, instead of the deployment mentality to prioritize CRs based on mission impacts at a deploying Command, AMC began emphasizing Enterprise mission improvements and operational cost savings during the prioritization review process. The standard AMC guidance of 1) compliance, 2) audit directed actions, 3) Army and AMC directed options, and then 4) operational needs still holds true, but AMC now backward plans compliance and audit-directed actions from required implementation dates so that operational improvements could be made during implementations.

Throughout 2012, AMC's Business Team Leads (BTLs), Business Area Leads (BALs), and their supporting working groups took a deep dive into all open CRs and ECPs, closing and collapsing thousands of items into hundreds of groupings of capabilities. AMC then takes these capabilities and integrates them among the compliance and audit requirements, develops a command-wide priority list, and gains three-star approval on the priority list. The LMP PMO takes this list to shape their development team's efforts and begins working the CRs and ECPs into functional releases. If/when the LMP PMO identifies available development hours and capacity, they match team skill sets to a priority, start work, and inform AMC that work has begun. As items come off the AMC priority list and into the LMP development lifecycle, AMC revises its list based on input from stakeholders across Commands, identified cost savings, and mission benefits. Additionally, leadership reviews and provides special interest items important to their organizations.

Requirements Prioritization Process Timeline
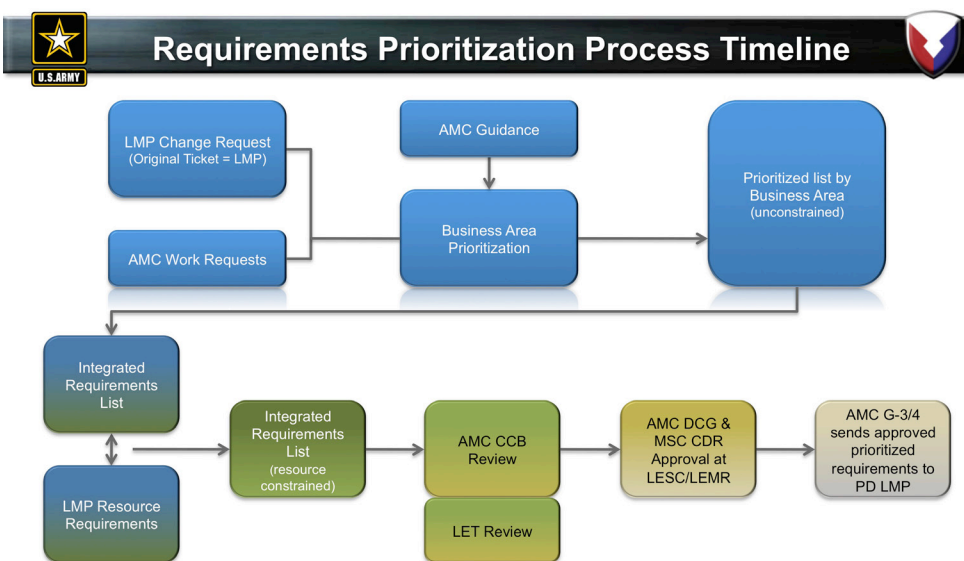
The culture change of shifting from CR and time-driven efforts to an Enterprise mission and event-driven mindset is almost complete, evidenced by several AMC priorities following the new process through the LMP development process.

So together, AMC, the LMP PMO, and partner organizations are working to provide the changes and fixes commands need and want in a fair, timely, and sensible way to support individual missions, as well as AMC's strategic business objectives for the LMP.

LMP Increment 2 Gets Milestone B "Stamp" of Approval
Sights set on Increment 2 Wave 1 Fielding

In June 2013, the LMP Increment 2 was approved for its Milestone B. This means that the program has properly submitted and received approval on key documentation and successfully completed a Preliminary Design Review to further outline system requirements. It also means that the LMP Increment 2 is now baselined and can move into the Engineering Development (ED) Phase of the acquisition lifecycle.

In the acquisition world, Milestone B initiates the ED Phase, where a system is developed, technologies and capabilities are fully integrated, and preparations are made for implementation. To enter this phase, a program must have mature technology, approved requirements, full funding, and of course, pass Milestone B. As a program using the BCL process like the LMP, the Milestone Decision Authority must, among other things, approve the Business Case and the Acquisition Program Baseline in order to pass Milestone B in the acquisition lifecycle.

The LMP team put in a monumental effort to reach this milestone. From briefings and meeting coordination; to researching, writing, and editing dozens of BCL documents; to helping educate and inform leadership on all the great things the LMP Increment 2 will offer users and how it will support Soldiers… this effort was nothing less than stellar.

And with Milestone B under out belts, there is no looking back! We are moving forward with implementing Increment 2 Wave 1 in December 2013 and working hard toward Milestone C in May 2015.

On August 12, 2013, the LMP PMO and CSC celebrated the program's Increment 2 Milestone B success.
Close to 80 team members came out to show their LMP spirit, have a great time, and share many laughs together!

LMP Welcomes ALTESS & Director Richard T. Eva

As part of Transition of Services, the Acquisition, Logistics & Technology Enterprise Systems & Services (ALTESS) has been named the new facility and computing infrastructure provider for the LMP. Mr. Richard Eva is the Project Director (PD) for ALTESS, located in Radford, VA, and is responsible for developing and maintaining a highly skilled and proactive workforce, in addition to utilizing leading-edge technologies to provide America's Soldiers with decision making information worldwide. Mr. Eva has been awarded two Commander's Awards for Civilian Service and one Achievement Medal for Civilian Service. In 2007, Federal Computer Week named him one of the top 100 Federal Information Technology Managers in the Government. Mr. Eva increased his recognition in 2013 when he received the Meritalk Data Center Innovator Award for Innovative Application of Technology to Support Data Center Consolidation. Since ALTESS was chosen as the U.S. Army organization instructed with assuming control and operational responsibility of the LMP facilities and computing infrastructure at data centers, Mr. Eva has assembled a superior team in order to complete transition and support the LMP. His team is working toward the ultimate goal of virtualizing, condensing, consolidating, and converging data center operations, systems, and services to take advantage of common operating environments, economies of scale, shared resources, and performing sustainment for the LMP.

EXPRESS What are the key elements of supporting the LMP from your perspective?

Eva: PD ALTESS is an award-winning, world-class data center that provides full lifecycle information technology solutions, support, and services to the acquisition community and hosted customers in a secure environment. We will assume operational responsibility for the facilities and computing infrastructure at data centers in Chambersburg, PA and St. Louis, MO, which support the LMP Enterprise Resource Planning (ERP) systems and applications. Having the right approach can make all the difference. A key to delivering value to any customer is providing them with the services they need, the way they need them. It is important to understand the customer's challenges and to "right-size" the solution. Two of the most critical elements we face in the LMP transition are stability and consistency, which is why ALTESS intends, in the near-term, to "transition-in-place," leaving personnel and assets in place when practical, minimizing risk, and ensuring continued operations for LMP users.

EXPRESS Supporting the LMP is a big job. How is ALTESS going to handle what is clearly a challenging mission?

Eva: To achieve the objective to have a Government owned and managed service solution provided by ALTESS and to minimize risk as the hosting provider, we will take advantage of the existing hosting infrastructure by utilizing a "transition-in-place" methodology. The LMP PMO is doing a great job working with its industry partners and we want to continue that success during this transition by working to take

ownership of the data center hardware, software, and infrastructure systems in existing facilities at current locations (production and Continuity of Operations (COOP)). ALTESS has a history of successfully migrating complex systems using our System Development Lifecycle (SDLC), and have great partners to help us ensure success and minimize impact for customers.

EXPRESS You mentioned your System Development Lifecycle. Can you explain that a little?

Eva: PD ALTESS leverages a defined and documented SDLC for on-boarding and deploying customer systems. The lifecycle consists of six phases, from Customer Discovery through Sustainment, to execute the migration of systems into our data center and hosting services model. Each phase has defined deliverables, resources, and milestones to ensure we fully understand requirements and can provide value to our customers through the service we provide. Throughout these phases, our Information Technology Infrastructure Library (ITIL)-aligned processes enable us to successfully support complex systems and programs. We'll rely on this foundation as we partner with the LMP PMO to perform a "where is-as is" migration, while recognizing that the right people and experience are critical to the stability and longevity of the LMP mission.

EXPRESS Anything else you want *LMPExpress* readers to know about you and ALTESS?

Eva: ALTESS is a customer-focused organization, providing value-added service. We place a strong emphasis on Service Level Management since we understand the importance of getting the requirements right the first time and valuing the input and expertise of the customer. Our experience includes working with and providing support to 42 Army, Department of Defense (DoD), and Joint customers, supporting 81 applications. Our focus is on our people; they are key to mission success. And we look forward to collaborating with all parts of the team to accomplish the LMP mission.

INCREMENT 1 UPDATE

Working Through Tough Times to Achieve EWM Success

In December 2011, the LMP PMO deployed Extended Warehouse Management (EWM) functionality to Joint Munitions & Lethality (JM&L) to improve the handling of serial numbers, support JM&L's warehouse and logistics strategies, and store AMMO, General Supply, and Chemical Detection Equipment (CDE) materials. Once deployed, however, JM&L experienced some issues executing end-to-end (E2E) business processes for goods receipt, production, physical inventory, managed ammunition, and distribution. With that, there was much work to be done to get EWM to a successful end and meet the customer's needs.

Working together, LMP PMO, AMC, JM&L, and CSC conducted a stabilization workshop in early 2012 to identify fixes, improvements, and enhancements. The team developed and prioritized 20 work packages based on business processes to include identification of Business Process Reengineering (BPR) opportunities to make the most of EWM. From April 2012 through June 2013, the team completed 48 change requests to fix, improve, and enhance several business processes.   Additionally, JM&L led BPR efforts to improve processes and to date has saved approximately 11,000 hours of development work. Most recently, the team developed and delivered comprehensive training materials for nine courses by business process to JM&L Cadre, using the Train-the-Trainer approach. In the end and through these efforts, the team worked together to bring EWM to success at JM&L!

For additional information about the LMP Increment 1, contact:

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LMP & AESIP BO Initiative

A major effort currently underway for the LMP is the LMP/AESIP BusinessObjects (BO) initiative. AESIP currently uses an SAP BO Business Intelligence tool, which provides self-service access to data that allows greater ability to access and analyze data without Information Technology (IT) involvement, faster and more collaborative decision making, and improved performance metric tracking and asset visibility through detailed reporting, queries, and dashboard views.

Beginning in August 2013, some LMP data became available to AESIP's BO tool, allowing development of Integrated Materiel Management Center (IMMC) and Depot dashboards, EWM reports, and Increment 1 metrics. Moving forward, AMC will work with the LMP PMO to create other dashboards, as well as reporting and query tools, to reach a larger user and Commander base that can benefit from the BO tool. The full tool will be made available to LMP users through Wave 1 of the LMP Increment 2. Additionally, the ultimate, long-term goal is for shared data and analysis through the BO tool among multiple ERP systems to provide an Enterprise view of metrics, asset availability, key performance indicators, and more. Stay tuned for updates!

Recent Accomplishments

- Workloaded priority auditability requirements (Jul 13)
- Major functional release (Aug 13)
- Implemented 72 Production Support Solution Extensions (PSSE) CRs (3QFY13)
- Implemented 986 Maintenance CRs (3QFY13)

What's Next

- Working 644 CRs across Integrated Program Master Schedule (IPMS), PSSE, and Maintenance
- Designing AMC IMMC and Depot Commanders' dashboards, and developing EWM reports
- Executing Federal Financial Management Improvement Act (FFMIA) attestation
- Workloading remaining AMC functional priorities
- Deliver AESIP BO training to AMC end users
- Execute Fiscal Year-End

INCREMENT 2 INFO

LMP Embarks on BPR for Increment 2

The National Defense Authorization Act (NDAA) of FY10 and FY12 introduced a new requirement for Defense Business System (DBS) investments that exceed $1M (like the LMP Increment 2) to incorporate BPR into the BCL process. Moreover, as part of the DoD Investment Review Board (IRB) certification, and milestone decision approval processes, the investment's PMO must provide the OSD "objective evidence," proving that appropriate BPR has been undertaken and the business processes supported by the DBS are streamlined and efficient.

Although the LMP PMO has always focused on providing the best tools and resources to support and enhance operations across the Army's Industrial Base, a renewed focus on business process effectiveness and efficiency emerged with the LMP Increment 2. As part of the LMP Increment 2 design phase, the PMO, with support from LAISO and the Lead Systems Integrator (LSI), worked with members of the AMC business community to identify over 300 BPR opportunities.

The LMP PMO has collaborated with the AMC G-3/4 (the Command's BPR lead) to develop and submit an integrated BPR Plan and a formal BPR Assessment to OSD. The integrated BPR plan details the process taken to engage the business community in the LMP Increment 2 design with a focus on BPR, and lays

the groundwork to enable the reengineered business processes alignment with the applicable DoD E2E business processes; are properly implemented, and members of the business community are well trained on new processes and procedures. The BPR Assessment is a required IRB deliverable that asks complex and dynamic questions of the program's BPR efforts.

With a successful MS B decision in June 2013, AMC will begin ever-increasing engagements with leaders from its Major Subordinate Commands (MSCs), depots/arsenals, and other key stakeholders on strategies to implement reengineered business processes that align with the work already completed.

Conducting appropriate BPR is critical to improving the performance of our nation's DBSs. It's not just a requirement from DoD and Army…it's a commitment the LMP PMO and AMC are making to ensure we are delivering a standard Enterprise solution at best value while continuously improving our business processes and serving our customers' needs.

Recent Accomplishments
- Milestone B (Jun 13)
- Completed all Change Requirements Documents and Change Design Documents and process models with Business Team Lead concurrence (Jul 13)
- Awarded the Development, Test, and Implementation Task Order to CSC (Jul 13)
- Critical Design Review 1 (29 Aug 13)

What's Next
- Critical Design Review 2 (25 Oct 13)
- Integrated Baseline Review for Development, Test, and Implementation Task Order (Nov 13)
- Complete the draft Post Implementation Review plan
- Wave 1 Limited Fielding (Dec 13)

LMP Receives New ADM
On August 27, 2013, the LMP Milestone Decision Authority issued a new Acquisition Decision Memorandum (ADM). The new ADM:
- Approves Increment 2 to enter into the ED phase of the acquisition lifecycle
- Approves funding to support ED
- Delegates limited fielding decision authority for Waves 1 and 2 to the Army (vs. DoD)
- Approves the Business Case and Acquisition Program Baseline

Receiving this new ADM is another huge step in moving forward with Increment 2 implementation!

For additional information about the LMP Increment 2, contact:
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What's New at the
Army Shared Services Center (SSC)

CMMI HOOAH! It's official! The Armament Research Development and Engineering Center (ARDEC) Armament Software Engineering Center (SEC) has once again attained the Capability Maturity Model Integration (CMMI) Level 5 Maturity Rating! One of the assessed projects was the Army SSC's support for PM AESIP. This means this project under the Armament SEC's Standard Process Framework is compliant with CMMI Level 5 practices. The PM AESIP, JM&L LCMC Commanders, and ARDEC Directors all strongly supported the effort. This is something we have strived for since the beginning and we have now achieved the goal! It's a great achievement by the AESIP support team, led by Mr. Scott Miller!

DRIVING THE WHOLE ARMY FORWARD The Army SSC is now the provider of capabilities and services for the transformation of the Army's business systems. The Army Business Mission Area (BMA) identified the requirement for an Enterprise Knowledge Repository (EKR) during the 2012 Under Secretary of the Army-led BMA Portfolio Reviews. As a result, the Under Secretary directed the development of a BCL-compliant problem statement for OSD Deputy Chief Management Officer (DCMO) approval. The Army Office of Business Transformation (OBT) developed and coordinated the problem statement for the Army EKR after working a concept demonstration with the Army SSC at Picatinny, an AMC asset. The EKR is an existing Army capability hosted within the Army SSC. The EKR uses a suite of state-of-the-art architecture tools to enable cross-process and cross-domain analysis of Army E2E business processes.

LMP TRANSITION The Army SSC is the new Lead Systems Integrator (LSI) for LMP sustainment and has been a long-time partner in the planning to transition services, currently provided by CSC, to the Government over the next few years. Ms. Tracie Few is the lead on this vital effort to our future and we are spending considerable time and energy in moving this key partnership forward. Some of our latest activities include:

- *Transition:* The LMP PMO, Army SSC, and CSC meet frequently to manage the transition of knowledge in the form of artifacts and the LMP solution. The Army SSC has been focusing on the process of documenting support agreements with the PD LMP, PD ALTESS, ARDEC SEC, and Communications-Electronics Command (CECOM) SEC in preparation for knowledge transfer implementation staffing and efforts.
- *Hiring:* Army SSC gained approval of the requirements to support the LMP sustainment mission. With strong support from Research, Development and Engineering Command (RDECOM) and Army leadership, Headquarters (HQ) AMC G-8 has received approval of the Government resource requirement. The Army SSC is currently doing placement actions – let us know if you have an interest!
- *Facilities:* With support from ARDEC leaders, the LMP PMO is pursuing Building 3050 at Picatinny to house future LMP support staff - targeting 220 people. Estimates and finalized floor/technical infrastructure plans are currently underway.

Voice of the Customer

For the past couple of years, CECOM has used the LMP to help budget for future years' repairs and acquisitions using the Material Requirements Planning (MRP) functionality. The ultimate goal is to ensure that the correct amount of funding is budgeted to repair and buy the right items, in the right quantity, in order to meet future Warfighter requirements.

In the budgeting world, the purpose of the Budget Estimate Submission (BES) drill is to review out-year requirements and project supply actions and dollars required to meet those requirements. At CECOM, part of that drill focuses on hardware obligations - literally the dollars needed to procure and repair items that Soldiers use.

The CECOM team realized that the data and trends they needed to put their budget estimates together was all readily available in MRP, so the team queries requirements data from Global MRP during the spring timeframe. This requirements data is then provided to item managers to review and validate repair and procurement supply recommendations before building a BES for the following fiscal year. Ultimately, the data is utilized to build the BES, and the finished product is sent to HQ AMC to become part of the Presidential Budget later in the year.

So the MRP functionality has not only positively impacted day-to-day operations, planning, and forecasting, it also now has had a huge impact on how CECOM puts part of its budget together!