

LMP EXPRESS



December 2012

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24 Jan: Logistics Enterprise Management Review (LEMR) Meeting*

Jan: Out-of-Cycle Investment Review Board (IRB) for remaining FY13 Funds*

*SES-level meeting

MESSAGE from the Director

When our heads are down, working hard on our day-to-day efforts at the Logistics Modernization Program (LMP), it's hard to sometimes remember all the great things that the LMP provides to the Army Materiel Command (AMC), LMP users, and ultimately, Soldiers. So this month, I wanted to take some time to remind everyone of the benefits that LMP provides so that we don't forget the significance - and the importance - of what we do.

The support that the LMP provides is critical to the Army achieving an integrated Enterprise solution that enables materiel readiness and provides asset management and accountability, architecture and acquisition compliancy, and financial transparency from factory to foxhole. By leveraging a single database of information, LMP provides a consolidated, unambiguous view of Army assets to permit timely, decisive actions by LMP users and delivers significant operational benefits over the legacy systems it has replaced. Specifically, LMP benefits include:

- Reduced cycle times, stockage levels, and out of stock rates;
- Worldwide, real-time asset visibility;
- Support for powerful anticipatory logistics planning; and
- Enhanced procurement of weapons systems, spares, and services.

Additionally, the LMP eliminates redundancy and improves accuracy, and evolves as technology changes through scalable and open architecture, which means it continuously provides the best technology to users around the world.

These benefits are not only significant to LMP users and Soldiers, but also supports the Army Business Systems Information Technology (BSIT) strategy and related approach for the Army Enterprise Resource Planning (ERP) programs. So LMP focuses on delivering materiel, as well as the Army's big picture to create a comprehensive Enterprise for logistics and finance.

I also want to congratulate the team that managed another successful fiscal year-end (FYE). Each year, it always amazes me the level of effort and number of moving pieces that must all come together to make year-end work. And each year, our team delivers by literally living at LMP for the days leading up to the close, meeting several times a day to review the checklist that has thousands of lines of actions, and ensuring all systems are go when it's time to flip the switch to the new fiscal year. Based on feedback I've heard from our chain of command, this was the best FYE close we've had in about three years! So, congratulations - and thanks - to our LMP Product Management Office (PMO) and support contractors.

HOOAH!!



Gabe Saliba
LMP Product Director



Deputy's Corner: Introducing the Defense Business Council (DBC) & Investment Review Board (IRB) Governance Framework

As a result of the Fiscal Year (FY) 2012 National Defense Authorization Act, Defense Business Systems (DBS) that obligate funds in FY 2013 are required to use a new investment management process before funds can be obligated; therefore, in this edition of the *LMPEXpress*, we are sharing how the investment process works and how it aligns LMP with the bigger Department of Defense (DoD) funding picture.



The U.S. Government's funding process requires that DoD programs first obtain certification of funds from the Investment Review Board (IRB). The Defense Business Council (DBC) is the newly formed subordinate governance board to the Deputy's Management Action Group (DMAG) / Defense Business Systems Management Committee (DBSMC) with a mission to manage the DoD's business operations and serve as the governing body for the single DoD IRB.

The new process has established a single IRB chaired by the DoD Deputy Chief Management Officer (DCMO) vs. different IRBs for the different service branches (Army, Navy, etc.). The new investment management process includes any business system with a total cost in excess of \$1 million over the period of the current year's defense program, regardless of type of funding. Once the DBSMC certification memo is received by a program, the funds can then be obligated, which means the money is put into the program's account.

Because LMP uses the Business Capability Lifecycle (BCL) framework, we are now providing better integration between investment management and acquisition. Under BCL, LMP is continuing to build on existing statutory guidance that requires LMP Increment 2 Business Process Reengineering (BPR) and alignment to the Business Enterprise Architecture (BEA). This will ensure that investments are aligned to strategies, allow the DCMO to make more informed investment decisions, eliminate legacy systems that are no longer required, enhance interoperability, and help the Army to transform to an environment where business applications are able to be rapidly deployed on a common computing infrastructure.

At the turn of this fiscal year, LMP utilized the new process and our funding request was presented to the DoD IRB and the DBC as planned. The Investment Decision Memorandum (IDM) for Logistics Defense Business Systems, including LMP, was signed on 28 September 2012 and a follow-on funding certification is planned for early next year to provide the balance of funds required in FY 2013.

Lee Weaver
LMP Deputy Product Director

Another Successful Fiscal Year-End Close

LMP PMO, in partnership with Computer Sciences Corporation (CSC), is proud to report that LMP successfully supported execution of the U.S. Government 2012 FYE close on 1 October 2012.

The LMP role in supporting our Soldiers necessitates minimal system down time, and this year, the team completed the close and brought users back into the LMP system within just 21 hours, opening the system to all users at 1200 Eastern Daylight Time (EDT) on 1 October 12 as planned. (This process used to take several days!) This is the second FYE close with all AMC sites on LMP, and the first FYE integrating directly with General Funds Enterprise Business System (GFEBs). HOOAH!!



A devoted group of Government and CSC functional experts ran several mock year-end tests in preparation for the actual FYE execution on 30 September 2012 and 1 October 2012, and the final detailed plan consisted of more than 2,000 specific tasks. The team initiated a Command Center to monitor and control all efforts leading up to and through the close, with approximately 40 members of our team working on-site in Marlton, NJ through the night. The Command Center included a live Defense Connect Online (DCO) session to continuously provide updates to remote participants and was supported by more than 300 additional Government employees at remote sites to make the close out smooth and quick.

Thank you to everyone involved with the year-end planning, preparations, and execution, and congratulations on another successful FYE effort!



WATERVLIED ARSENAL: Business Transformation Using LMP

Watervliet Arsenal (WVA) is a world-renowned cannon and mortar manufacturer for the U.S. Army. As part of Third Deployment (D3), WVA uses LMP to manage materiel to manufacture and repair their wares. But before LMP was even deployed, a team was in place to manage the business process impacts that LMP, and future enterprise applications, would have on WVA's day-to-day-operations.

The WVA LMP Business Transformation Office (BTO), led by Barbara Hill, continuously reviews, identifies, and recommends changes to processes for improvement within the LMP's business areas and among WVA's critical business processes. Additionally, the BTO conducts continuous, hands-on LMP training while out in the various business areas and has authored work guides for LMP transactional processes, ensuring end users have a visual aide to assist in performing their daily tasks. "To improve processes and the way we use LMP, the BTO works diligently with WVA LMP users," said Hill. "The BTO identifies business processes that are imperative to WVA's successful delivery of materiel to be reviewed for improvement to increase efficiency. Users provide feedback to the BTO with ideas on how to improve processes as well. Together, we continue to find new and improved ways to not only execute our processes and delivery, but use LMP the best and most efficient ways possible."



A recent example of a successful effort revolved around Material Requirements Planning (MRP). Two divisions at WVA use MRP as one of their core processes. Through close review and by following the MRP process step-by-step within each division, the BTO realized that the groups were executing MRP in different ways. And while both were successful in delivering accurate and timely MRP, the BTO brought the two groups together to share what they do and how they do it. In the end, not only did the two divisions learn from each other, but as a whole, everyone agreed to use the most efficient option to execute MRP.

"By working together and looking at processes at the most granular level, the BTO and users deliver solid recommendations to leadership to improve business operations at WVA," added Hill. "And in the end, that's what LMP is really all about."

LMP General Info Chart: Capabilities by Business Area

In upcoming editions of *LMPEXpress*, we will continue to share with you one general information chart about LMP. These charts are great reference tools and can be used in briefings you may be giving on behalf of the program. To obtain the most recent version of any of the charts that will be featured here, please contact Mr. Paul Tassiello at (856) 988-4520 or paul.j.tassiello.ctr@mail.mil.

The next few editions will focus on LMP's capabilities by functional business area. In this edition:

SUPPLY CHAIN MANAGEMENT

Solution Capabilities

✓ 8 Business Areas
✓ 30 Subordinate Processes

	Business Areas							
	PLM	SCP	Finance	Acquisition	Maintenance	Depots / Arsenals	Warehouse Inventory Mgmt	Distribution
Processes	Provisioning	Demand Planning	Financial Inventory Accounting	PR Processing	Depot Maintenance Budgeting	Project Scheduling and Acceptance	Excess Processing	Sales Order Processing
	Cataloging	Material Reqmts Planning	Cost & Revenue Accounting	PO Processing with Partner Systems	Depot Workloading	Inductions	Physical Inventory Includes: (AMMO/Non AMMO & EWM)	Returns & Receipts
	Environmental Health and Safety	Budget Strat at National Level	General Accounting GL/AP/AR	PO Processing Internal	Depot Maintenance Management	Production Execution	End of Day Reconciliation	Inventory Processing
Distribution Planning		Funds Mgt/ Budget Accounting	Contract Administration	National Maintenance Contracts and Management	Asset Return and Scrap	Logistical Reassignment		

AP = Accounts Payable
 AR = Accounts Receivable
 EWM = Extended Warehouse Management
 GL = General Ledger
 PLM = Product Lifecycle Management
 PO = Purchase Order
 PR = Purchase Requisition
 SCP = Supply Chain Planning



LMP Welcomes Army SSC & Director George Albinson

The LMP PMO welcomes its newest member to the LMP family. The Army Shared Services Center (Army SSC) is the new Lead Systems Integrator (LSI) for LMP sustainment and will be working to transition services from Computer Sciences Corporation (CSC) to the Government over the next few years. Mr. George Albinson is the Director of the Army SSC and has a long Army career with over a decade of leadership experience developing and running ERPs. The LMPEXpress recently interviewed Mr. Albinson concerning the transition and the Army SSC's new relationship with LMP.



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

Albinson: My experience at Picatinny Arsenal and especially Armament Research Development and Engineering Center (ARDEC) has taught me one great lesson - the customer is always right. This key element is one, two, and three on the list of what is important. Another important element is that the user of these Enterprise tools must find them to be of high value and able to provide the support necessary so that the whole community is operating at high competency. The Army SSC uses a combination of methods including direct customer surveys, face-to-face feedback, and technical proactive techniques to capture user and system measures and incorporate those results and findings into improvement plans. Internal and external measurements and user feedback are all key elements in supporting LMP.

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

Albinson: Well, clearly I am not alone in this. My chain of command from ARDEC to Research, Development, and Engineering Command (RDECOM) to AMC are in strong support in terms of both leaders and their staffs. The Program Executive Office Enterprise Information Systems (PEO EIS), as the acquisition leader, the Project Manager (PM) Army Enterprise Systems Integration Program (AESIP), and the PD LMP are all providing invaluable teaming to make us efficient and effective in this transition and beyond. The Army SSC, as the LSI, will rely on an Army organic capability from the AMC Software Engineering Centers (SEC) and other functional components such as Logistics Support Activity (LOGSA) and Lead AMC Integration Support Office (LAISO) to execute the daily work in support of LMP users. Underlying this organic capability will be our contractor community, of which CSC is the most important contractor component right now. As we go forward, the PEO EIS and PD LMP will evolve a long-term acquisition strategy.

EXPRESS : You mentioned your role as LSI. Can you explain that a little?

Albinson: LSI is a term used to define the functions and/or services provided by the organization leading a complex sustainment or development information systems effort. For example, CSC is now the LSI for LMP Sustainment and Development efforts. The Army SSC performs 'inherently governmental' functions as a Smart Buyer to possess the in-house technical expertise required to effectively engage with Government and industry on technical design, development, and procurement matters. The Army SSC sustains and enhances a capability to strengthen the in-house and commercial workforce to increase the ability to build, deploy, and sustain Enterprise components based on evolving requirements. We can look to our support of the AESIP program, for example. It was the first part of the Army ERP family that the Army SSC took under its wing. We leveraged many of our existing Capability Maturity Model Integration (CMMI) Level 5 processes in conjunction with ERP industry and best of breed standards to transition sustainment and development from CSC to the Army SSC. Another method to accomplish this mission in an efficient way is by total integration and immersion with our customers so that duplication of skills is kept low. For instance, right now the Army SSC transition lead, Ms. Tracie Few, and our infrastructure lead, Mr. Brian Coombs, are matrix assigned to LMP as an example of how we avoid duplicating efforts. (By the way, at the December 2012 LMP PMO Town Hall, Brian was chosen as the Employee of the Quarter and Tracie is part of the Transition Team that won Team of the Quarter...HOOAH!) So Army SSC's role as LMP LSI, over the long haul, will create and preserve the Army's competencies to do the right things the first time, which is so important for the user and leaders of the future!

EXPRESS : Anything else you want LMPEXpress readers to know about your and the Army SSC?

Albinson: I'm confident that we are off to a very productive start and have the right team and business model in place that can exceed the expectations of LMP customers. Following a path of Enterprise Excellence, belief that the customer is always right, and integration among the key stakeholders will get us to where we need to be. Personally, my door is always open for a dialog on how we can improve and I, along with the entire Army SSC team is looking forward to a productive, busy, and great relationship with the LMP PMO.



Logistics Enterprise Team (LET) Update: *Measuring the Enterprise: Maintenance and Supply Metrics in LMP*

The AMC is leading the effort to establish standard, documented metrics for measuring operational performance for logistics and finance in LMP. With support from key functional and technical experts at the Major Subordinate Commands (MSC) and depots, there are two primary focal areas for the metric efforts: maintenance and supply.

The first phase of the maintenance effort focused on depot-specific metrics in the following business areas: finance, acquisition / purchasing, inventory, production, and master data. The depot team, led by Gerry Bates (HQ AMC G-4), established a group of metrics to identify key issues across all Commands and locations. The second phase of the effort, led by Alex Raulerson (HQ AMC G-4) and Lifecycle Management Command (LCMC) representatives, will continue to expand and create the depot maintenance production metrics needed at the Commands and Headquarters to manage and oversee operations.

The supply chain metrics, led by David Frey (HQ AMC G-4), focuses on measuring the supply chain for secondary items. The intent is to measure the interrelationships among supply chain processes and entities to provide a connected analysis suite to rapidly identify key drivers of supply chain issues in performance, efficiency, and responsiveness. While the logistics supply chain bridges multiple systems, LMP is the central hub for secondary item management.

The outcome from both phase one and phase two efforts will be a documented set of metrics to automate and standardize performance measurement of key AMC supply and maintenance processes. Both efforts are working together to minimize duplication and capture lessons learned in technological implementation, business logic, and documentation. Additionally, both efforts are implementing dashboard solutions and metric reports using the enterprise standard set of business intelligence tools.

Work to date has resulted in an agreed to list of 12 LMP Increment 1 key metrics, which are intended to be high level, critical metrics for assessing LMP functionality. (Three of those metrics are finance related and the other nine are logistics reports.) The resulting metrics and reports from these efforts are being incorporated into AMC business processes and will be used by management to monitor and evaluate overall AMC effectiveness. By looking at these efforts from multiple operational and business perspectives, it is intended to create a solution that is inclusive and long lasting.

Voice of the Customer: LMP @ DFAS

When Brad Baugh assumed leadership for the LMP Project Management Office at the Defense Finance and Accounting Service (DFAS) in March 2012, he was inheriting a proven, mature office that has used LMP since first deployment in 2003. What he also inherited was a seasoned team of professionals who know LMP and who have an excellent working relationship with the LMP PMO, thanks to good collaboration among the working team members on both sides of the relationship.

Having worked in the project office for three years himself, Baugh already knew the key players at the LMP PMO, including Rob Rotyliano and Chris Holzer. And he had first-hand experience of working with our team on everything from functional fixes and change requests to help desk tickets and fiscal year-end closing, having only good things to say about his experiences. "I have the utmost respect for the professionalism and service that the LMP PMO team has always afforded DFAS," he said. "We consistently have good dialogue, which means we both talk and listen to each other in order to identify and determine the best path forward, no matter the topic or challenge we are facing."

In July 2012, LMP PD Gabe Saliba visited DFAS Columbus, further strengthening the partnership the LMP PMO has with its DFAS customer. "It was the first time a PD had come to DFAS for a face-to-face visit and our entire team felt strongly that it was a testament to Gabe's and the PEO EIS' commitment to the work we do here as part of the LMP family," Baugh added. "His visit could not have been more well received - and appreciated - by the DFAS LMP team."

Moving forward, DFAS and LMP PMO are working to focus on more detailed functional requirements, effectively front-loading work efforts by hosting workshops to identify all the moving parts and impacts of new requirements and functionality. By holding these sessions, the team is working to resolve issues even before they arise. "Working together, both DFAS and LMP PMO are looking at the ways we also can support Business Process Reengineering, share best practices, and streamline the processes we use in LMP," Baugh said. "Combining our seasoned team at DFAS with the LMP PMO team

that has always been so responsive to our needs, we are excited at what the future of LMP holds at DFAS."





INCREMENT 1 UPDATE

INCREMENT 1 STATUS

- Continue working on Financial Compliance / Auditability (e.g., Business Enterprise Architecture (BEA), Department of Defense Architecture Framework (DoDAF), Standard Financial Information Structure (SFIS), and Federal Financial Management Improvement Act (FFMIA))
- Working on Governance Risk and Compliance (GRC); implementing tool to resolve Segregation of Duties (SoD) issues within LMP, resulting from Department of Defense Inspector General (DoDIG) audit
- Extended Warehouse Management (EWM) work packages on track
- Transition of Services (ToS) moving forward:
 - Army Shared Services Center (SSC) is Lead System Integrator (LSI) and Sustainment Organization for LMP
 - Memorandum of Agreement (MOA) being staffed with AMC and PEO EIS
 - Acquisition Logistics and Technology Enterprise System and Services (ALTESS) is the hosting Organization for Transition in Place
 - Planning Task Order awarded to CSC
 - Workshops underway
 - Frequent Integrated Product Team (IPT) meetings, which are important to staying on track

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INCREMENT 1 SCHEDULE

Sustainment

- Continue weekly releases for major functional areas – ongoing
- Business Objects (BOBJ) Phase 1 – Q2 FY2013
- Upgrade Supply Chain Management (SCM) Production to version 7.0 – Q2 FY2013
- EWM Training Material Enhancements – Q3 FY2013

Functional Fixes

- August 2013 Major Functional Release
- EWM enhancements – Q2 FY2013
- Intermediate Documents (IDocs) Phase 2 fixes – Q3 FY2013

Compliance

- Defense Departmental Reporting System (DDRS) Interface Requirements – Q1 FY2013
- FFMIA Attestation Execution – Q4 FY2013
- Compliance Change Requests (CRs) – ongoing

NetWeaver / Process Integration (PI) Migration - Ongoing

RECENT ACCOMPLISHMENTS

- Enterprise Data Warehouse (EDW) query training completed
- Financial Compliance / Auditability - Timeline for Compliance Developed
- EWM – 36 of 48 Change Requests Completed
- November 2012
 - Major Functional Release
 - EDW Capstone Workshop
- December 2012
 - Defense Departmental Reporting System (DDRS) Interface Production Go-Live
 - Enterprise Portal Upgrade to 7.3
 - Business Warehouse Upgrade to 7.3

WHAT'S NEXT

December

- 31 – Coordinate validation of SFIS DDRS Interface compliance with DCMO / Business Transformation Agency (BTA)



INCREMENT 2 INFO

INCREMENT 2 STATUS

- Additional Rapid Design Workshops underway
- Data Management Workshops and Business Process Reengineering (BPR) efforts ongoing
- Conducting Integrated Baseline Reviews (IBR) of all Increment 2 efforts
- Continue work on BCL documentation
- Economic Analysis underway
- Started Increment 2 Design Efforts for AMMO, NAMI, APS, NMP, ERP Integration and Reengineering

RECENT ACCOMPLISHMENTS

- Serialization Workshops completed
- Task Orders awarded for design of Non-Army Managed Items (NAMI), Ammunition (AMMO), Army Pre-Positioned Stock (APS), National Maintenance Program (NMP), and ERP Integration
- Task Order awarded for DODAF development
- Completed IBR for Expanded Industrial Base (EIB) supporting Earned Value Management best practices
- CAMS Sandbox Environment operational
- Requirements Traceability Matrix tool operational

FOR ADDITIONAL INFORMATION ABOUT

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INCREMENT 2 SCHEDULE

December 2012

- AMMO, NAMI, APS, and NMP workshops begin

January 2013

- Gap Analysis Workshop for EIB and AMMO AIT - scheduled 7 Jan 13

April 2013

- Preliminary Design Review

June 2013

- BCL Documentation
- Service Cost Position, Economic Analysis, draft Acquisition Program Baseline, Business Case
- Milestone B Decision

INCREMENT 2 WAVES VS. RELEASES

Increment 2 will be completed in three waves and seven releases. Below lists the new capabilities to be included in each wave, organized by releases.

WAVE 1 - FY2014

Release 1 – ERP Integration

- Business Objects Upgrade
- Exchange Pricing Upgrade
- GFEBS Critical Interfaces
- Syndicate Manufacturing Part Numbers (MANPs)
- e-Procurement Interfaces

WAVE 2 - FY2015

Release 2 – Enterprise Integration

- Includes Material Master (MM) Priority 3 Interfaces; Army Serial Number (ASN), Demand Exchange; Total Package Fielding (TPF), Major Item Requisition Validation (MIRV) / ERPs; Enterprise Data Warehouse (EDW); Supply Chain Management (SCM) / Advanced Planning & Optimization (APO) Solution

R3 – NAMI

R4 – APS

WAVE 3 - FY2016

R5 – NMP

R6 – Ammunition (AMMO)

R7 – Expanded Industrial Base (EIB)

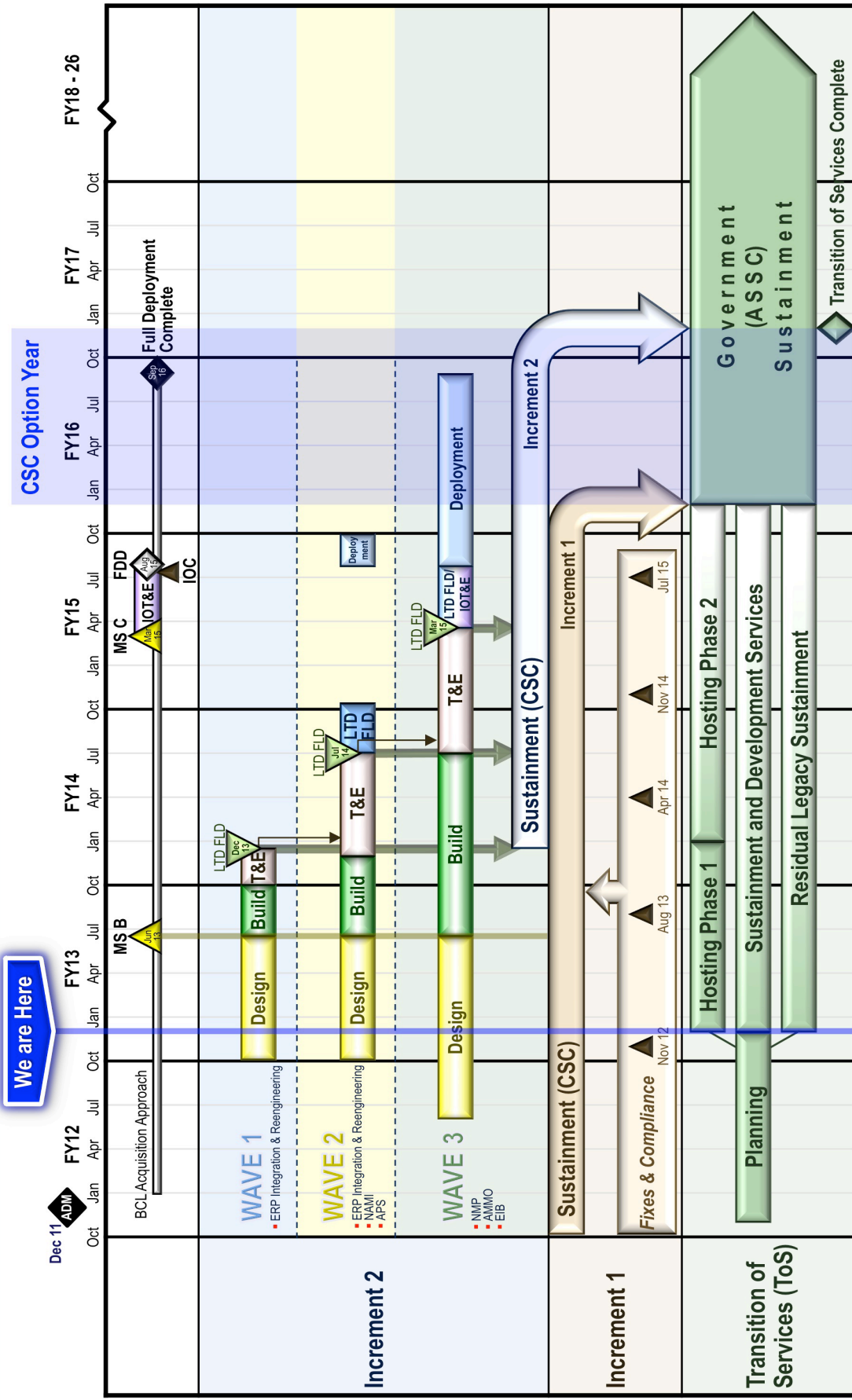
WHAT'S NEXT

- Jan 13 - Increment 2 IBR for AMMO, NAMI, APS, NMP and ERP Integration and Reengineering
- Feb 13 - Increment 2 IBR
- Apr 13 - Preliminary Design Review

For your reference, below is the most recent overall LMP program schedule, including details about Increments 1 and 2, and Transition of Services. We encourage you to keep this posted at your workstation so you are informed and aware of all LMP work!



LMP Program Schedule (NOTIONAL)



ADM = Acquisition Decision Memorandum
 AIMMO = Ammunition
 APS = Army Prepositioned Stock
 ASSC = Army Shared Services Center

BCL = Business Capability Lifecycle
 CSC = Computer Sciences Corporation
 EIB = Expanded Industrial Base
 ERP = Enterprise Resource Planning

FDD = Full Deployment Decision
 FLD = Fielding
 FY = Fiscal Year
 IOC = Initial Operational Capability

IoT&E = Initial Operational Test and Evaluation
 LMP = Logistics Modernization Program
 LTD = Limited
 MS = Milestone

NAMI = Non-Army Managed Item
 NMP = National Maintenance Program
 PGLS = Post Go-Live Support
 T&E = Test & Evaluation