Army Cost Management Steering Group

9 March 2016
1300-1500
3E387

Unclassified

Agenda

- Opening Remarks
- Army Standard Labor Time Tracking (ASLTT) Study Advisory Group (SAG): Roles & Responsibilities, Current Status, Timeline
- Cost Benefits Analysis (CBA)/Cost Review Process Recommendations:
  - End to End Process Review
  - Common Processes for Providing Cost Reviews
- Cost Managed Organization (CMO) Update
- Cost Management Strategic Implementation Plan (CMSIP) Measures Update
- CMSG Portfolio:
  - Organizational Cost Frameworks: USAREUR; USARC
  - Enterprise Cost Frameworks: Installation Management Data Integrity Project; Training Readiness; Army Software Maintenance
- Member Topics
- Closing Comments

Cost Management Steering Group

Vision: A forum to **shape and inform** the Cost Management (CM) **policy, strategy, ERP utilization, and best practices** aligned with Army priorities. Provide **guidance and understanding** on Army enterprise level **cost needs**, **performance metrics**, capability **gaps**, and recommendations required for more agile, effective, and efficient decision making processes.

Expected Outcomes:
- Obtained Army-wide support to successfully implement CM.
- Developed, implemented, and monitoring progress on Army's cost data framework to meet the information needs of Army organizations and HQDA.
- Solved ERP CM issues including: better utilization of CM capabilities (Cost Planning, Cost Allocating, Cost Reporting) within Army ERPs; Standardized CM master data usage; solved process issues (e.g. direct/reimbursable tagging of personnel); integrated cost information across ERPs.
- Reengineered key Army business processes integrating cost information supporting Army business decisions.

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Cost Management Steering Group

Army Standard Labor Time Tracking (ASLTT) Study Advisory Group (SAG)

Background

- The Army lacks a Standard systems/processes for Time & Attendance and Labor Time Tracking (labor costs tracked by output). The purpose of the Analysis of Alternatives (AoA) is to assess, analyze, evaluate, and recommend the best alternative that meets the business objective of providing US Army leadership with a management decision tool to sufficiently cost data and reduce costs by consolidating the current labor tracking efforts into an Army-wide enterprise capability.

- Labor accounts for over 60% of total Army costs.

- Problem Statement approved Defense Business Council (DBC) on 5 November 2014.

- Study Guidance signed by Deputy Chief Management Officer (DCMO) on 11 August 2015.

- Study Plan Approved on 20 January 2016.

- Material Development Decision (MDD) signed by the Army Acquisition Executive (AAE) on 24 January 2016.

- Requirements Working Group commenced on 23 February 2016.

Objectives

The AoA study will provide the CMSG with a recommended DOTMLPF-P solution that solves the Army capability gaps in time and attendance and labor time tracking.

Cost Management Steering Group

SAG Organization/ Study Team

Cost Management Steering Group

Key Supporting Organizations
PEO-EIS
Brendan Burke
Others
TBD

Study Advisory Group

- DASA-CE (Chair)
- PEO-EIS (Co-lead)
- CMSG Member Organizations
- DASA-FO
- DASA-FIM
- HQDA G8, FD

Other Supporting Organizations

TBD

DASA-CE Study Director
Tim Lawrence

ASA (ALT) TBD	**DCS, G-1** TBD	**DCS G-8, PA&E** TBD	**ACSIM** TBD	**USARPAC** TBD	**DASA-FIM** TBD
ASA (IE&E) TBD	**DCS, G-3/5/7** TBD	**DCS G-8, FD** TBD	**FORSCOM** TBD	**USAREUR** TBD	**ABO** TBD
ASA (M&RA) TBD	**DCS G-4** TBD	**OCAR/USARC** TBD	**TRADOC** TBD	**MEDCOM** TBD	**DASA-FO** TBD
AAA TBD	**CIO, DCS G-6** TBD	**OBT** TBD	**AMC** TBD	**USACE** TBD	**PEO-EIS** Brendan Burke

Roles and Responsibilities

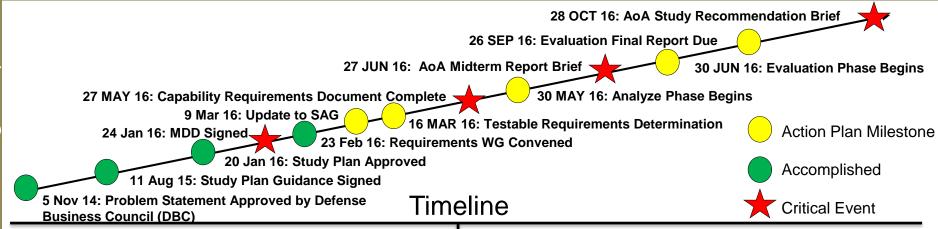**Cost Management Steering Group**

DASA-CE	Appoint a Study Director, create a study team, and lead the analysis effort.
	Provide periodic informational updates to the SAG and, as requested, to the Army Business Council.
	Provide oversight of the study team's effort.
	Approve the study team's results.
	Provide GO/SES representation in the SAG and chair the SAG.
PEO-EIS	Co-lead the BCA with DASA-CE.
	Provide assistance to the study team by developing cost and performance data as requested by the Study Director.
	Provide GO/SES representation in SAG.
	Attend the Cost Management Steering Group (CMSG) when it is convened as the SAG.
ASA (M&RA)	Participate on the study team and provide information on any Laws, Regulations, and Policies (LRPs) that impact the executability of each evaluated alternative.
	Provide GO/SES representation in SAG.
ASA (ALT)	Participate on the study team and assist in the analysis to ensure the process and resulting recommendation is sufficient to enable a future Milestone Decision to occur.
	Provide GO/SES representation in SAG.
DASA-FO	Provide recommendations to ensure financial auditability is addressed.
	Provide GO/SES representation in SAG.
	Attend the Cost Management Steering Group (CMSG) when it is convened as the SAG.

DASA-FIM	Provide recommendations and oversight on the financial information portfolio and ensure optimal efficiencies.
	Provide GO/SES representation in SAG.
	Attend the Cost Management Steering Group (CMSG) when it is convened as the SAG.
OBT	Participate on and assist study team by informing them of any unique business mission area LRPs.
	Provide GO/SES representation in SAG.
DCS, G-8, FD	Participate on the study team.
	Provide GO/SES representation in SAG.
	Provide an Affordability Constraint consistent with DoDI 5000.02.
	Provide a summary of funding sources.
All	Participate on the study team.
	Participate in ASLTT working groups as desired and/or when requested.
	Participate in ASLTT working groups as desired and/or when requested.
Study Team	Led by Study Director
	Further Divided into Working Groups as needed (Requirements, Cost, Effectiveness, Risk, etc.)

Overview

28 OCT 16: AoA Study Recommendation Brief

26 SEP 16: Evaluation Final Report Due

27 JUN 16: AoA Midterm Report Brief

30 JUN 16: Evaluation Phase Begins

27 MAY 16: Capability Requirements Document Complete

30 MAY 16: Analyze Phase Begins

9 Mar 16: Update to SAG

24 Jan 16: MDD Signed

16 MAR 16: Testable Requirements Determination

23 Feb 16: Requirements WG Convened

20 Jan 16: Study Plan Approved

11 Aug 15: Study Plan Guidance Signed

5 Nov 14: Problem Statement Approved by Defense Business Council (DBC)

Timeline

- Action Plan Milestone
- Accomplished
- Critical Event

Purpose

Conduct and complete the ASLTT AoA Study with associated deliverables that will provide the CMSG with a recommended DOTMLPF-P solution that solves the Army capability gaps in time and attendance and labor time tracking.

Guidance

❑ Consider the operational benefits, life cycle cost estimates, sensitivity analysis and risk assessment.

❑ Identify the optimal course of action for satisfying the outcome established within the problem statement.

❑ Cost estimates will be presented in base year FY 16 dollars – each presented as a baseline, 50% confidence level of baseline.

Way Ahead

Cost Management Steering Group

- Garner Stakeholder AoA support
  - Identify Study Team Members – Provide Name by 25 Mar
  - Identify Council of Colonels Members – Provide Name by 25 Mar

- Requirements "Deep Dive" Off-site, 11 – 15 Apr (T)

- Develop the Requirements Traceability Matrix, with refinements as needed to ensure testability

- Organize the Study's Working Groups (WGs)

- Select External Organization to perform AoA

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Cost Benefits Analysis (CBA)/Cost Review Process Recommendations

Cost Benefit Analysis
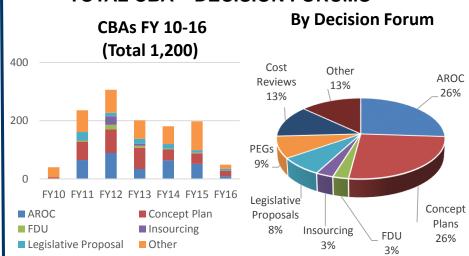# Cost Management Steering Group (CMSG)

AUTHORITY

- Undersecretary of the Army and the Vice Chief of Staff of the Army Memorandum 30 December 2009 ~ Cost Benefit Analysis to Support Army Enterprise Decision Making
- Secretary of Defense Memorandum 27 December 2010, Consideration of Cost in DoD Decision-Making
- Secretary of the Army Memorandum 14 March 2011, Consideration of Cost in Army Decision-Making
- The CBA thresholds, New or expanded program greater than or equal to $10M per year / $50M across the POM be accompanied by a thorough Cost Benefit Analysis (CBA)
- Cost below the CBA thresholds are validated only at the request of the Decision Forums

TOTAL CBA – DECISION FORUMS

CBAs FY 10-16 (Total 1,200)

Bar chart legend: AROC, Concept Plan, FDU, Insourcing, Legislative Proposal, Other. X-axis: FY10 FY11 FY12 FY13 FY14 FY15 FY16. Y-axis: 0, 200, 400.

By Decision Forum

Pie chart:
- AROC 26%
- Concept Plans 26%
- Cost Reviews 13%
- Other 13%
- PEGs 9%
- Legislative Proposals 8%
- Insourcing 3%
- FDU 3%

CBA ADDED VALUE

- Open review process
- Focuses on costs and benefits
- Aligned to follow the Military Decision Making Process
- Makes cost a consideration in decisions
- Supports larger end to end decision processes

PROCESS GAPS

- CBA cost & benefits are validated prior to HQDA Staff functional review
- Guidance that addresses requirement for cost reviews in Decision Making forums were costs are below CBA thresholds

RECOMMENDATION / OPPORTUNITY

- Conduct sufficiency reviews of requirements / proper problem statements prior to CBA validation of costs and benefits. Increased involvement of ABO / G-3/5/7 and PA&E along with additional HQDA staff functionals as needed
- Identify key decision making forums where cost / sufficiency reviews can support leadership decision making
- Determine level of feasibility for cost validation
- Identify sequencing ~ prior to decision forum / immediate support

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Cost Managed Organizations (CMO) Update

Cost Managed Organization Recognition Program Update

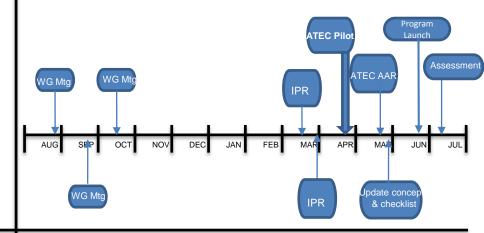## Problem/Opportunity: Recognition of cost management best practices.

Outcomes:
- Increased Cost Management awareness
- Identification of best practices
- Reinforce Army Cost Framework

Timeline/Milestones:

Timeline markers: AUG, SEP, OCT, NOV, DEC, JAN, FEB, MAR, APR, MAY, JUN, JUL

WG Mtg, WG Mtg, WG Mtg, IPR, IPR, ATEC Pilot, ATEC AAR, Update concept & checklist, Program Launch, Assessment

Four overarching principles:
- Leadership engagement and organizational planning
- Performance planning and assessment
- Related process evaluation
- Organizational design and workforce management

ATEC Pilot:
- Late April Timeframe
- Ongoing prep work
- Customer (ASA-ALT TE) involvement
- Product will be official checklist

Cost Management Steering Group

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Cost Management Steering Group

Cost Management Strategic Implementation Plan (CMSIP) Measures Update

CMSIP Update

- Recommend CMSG Publish Measures as CMSIP Appendix 1:
    - CMSIP Measures WG met on 11 & 25 February 2016, Resulted in 12 Measures of Effectiveness (MOEs) linked to 31 Key Tasks, 13 Measures of Performance (MOPs), and 41 Indicators
    - Aligned to the 4 CMSIP Goals
    - Identical to Army Financial Management Optimization (AFMO) Cost Management Measures

- Next Steps:
    - Data Collection Strategy in Conjunction with AFMO
    - Identify Data Collection Start Date

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CMSG Portfolio

Organizational Cost Frameworks

USAREUR COST BY UNIT/COUNTRY/EXCERCISE

Cost Management Steering Group

Problem/Opportunity: Utilize automated costing tools to improve the USAREUR cost management program in support of the overall theater training mission.

Outcome: Increased capability for USAREUR to forecast and capture mission training costs by Unit/Exercise/Country.

Timeline/Milestones:

JAN 16:	Initial visit to USAREUR complete. Gathered data to build COPIS and ACF documents and conducted initial training on FORCES model.
10 MAR 16:	Complete model enhancements for FORCES/ACM. (Phase 1 of project)
25 MAR 16:	Submit initial project blueprint documents for Phase 2 of project to USAREUR for leadership approval. (Proposed enhancements to FMS reports that relate to unit-direct exercise costs)
29 MAR 16	On site training and live testing of ACM/FORCES model enhancements.

Resource Requirements:

- DASA-CE team on-site visits to USAREUR
- DASA-CE team member as dedicated liaison to USAREUR's CM projects-
  - *Jeff Cline- FORCES costing model*
  - *Peter Hanzelka – Cost by Unit/Exercise/Country*
- Contract resources for FORCES Model customizations and training
- Contract SME support for enhancements to Financial Management System (FMS) reports and changes to FMS architecture (if needed)

- Complete contract mods to support on-site training and testing for Phase 1
- ICW with USAREUR Tactical Execution Branch- complete site visit plan for FORCES training and conduct on-site testing of model enhancements
- FM system SME's are currently analyzing the scope/requirement docs from USAREUR to prepare design proposal documents for Phase 2 of project

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USARC COST MANAGEMENT PROGRAM

Problem/Opportunity: USARC is working toward better utilization of the ERP cost management capabilities and standardized practices to improve cost analysis and control across programs. Personnel training and master data issues are the largest challenges.

Outcome: Better cost management processes through better use of the ERP.

Timeline/Milestones:
- ✓ Dec 15 – Planning phase
- ✓ Jan 16 – Cost Mapping Event #1
- ✓ Feb 16 - Assessment
- ✓ Mar 16 – Cost Mapping Event #2
- • TBD – Cost Mapping Event #3
- • TBD – Expansion phase

Resource Requirements:
- ✓ Near term - Skilled professionals with knowledge of the GFEBS Cost Module that can both "train and do".

- • Long term – Trained professionals within the Command that can "do" Cost Management in GFEBS.

Discussion Points/Next Steps:
- • Training to date has been informative, but just "scratched the surface"…
- • Positive progress made on process mapping and cost models.
- • Other USARC CMP Initiatives:
  - • Jan - USARC CMP Bootcamp
  - • Mar – Review and Analysis #1
  - • Apr - Cost Management Exec Training
  - • Apr – FY17 Road to Budget Kickoff
  - • May – Mid Year Review and Analysis

Cost Management Steering Group

Enterprise Cost Frameworks

Installation Management Data Integrity Project

Problem/Opportunity:
- The installation management community requires change across DOTMLPF-P to effectively manage the planning, programming, budgeting, execution, and reporting of Installation Programs across all Army financial systems

Outcome:
- Improve Installation Management program, budget, and execution linkage, visibility and data quality needed to drive full cost visibility and operational efficiencies; and integrate disparate data sources needed to link program and budget data to cost and performance data

Timeline/Milestones:
- ✓ Finalized Plan of Action and Milestones (POAM)
- ✓ Developed Concept of Operations (CONOPS)
- ✓ Completed preliminary assessment of data and cost model construct
- ✓ Configured GFEBS training environment and established test scenarios
- ✓ Validated design, solution, and concept of operations with stakeholder community

Resource Requirements:
- Current requirements are being met with internal manpower of stakeholders

Discussion Points/Next Steps:

Mar 16 – Finalize data/cost construct
Apr 16 – CONOPS testing, document Proof of Concept
May 16 - Begin Proof of Concept testing across select garrisons

Cost Management Steering Group

Cost of Training Readiness (CoTR)

Problem: The CSA believes units are overstating readiness and many leaders do not understand unit training management; placing Army resources at risk.

Opportunity: Gain a better understand of how funding applied to training achieves desired readiness levels. HQDA with co-leads G-37 TR and G-8 PA&E conducts a CSA directed CoTR PPBE review to document all phases of the PPBE processes as they relate to training readiness IOT achieve transparency through the process and develop the necessary feedback mechanisms to inform future requirements.

Key Tasks:
– Design an Institutional governance PROCESS that influences Army readiness and PPBE using existing and future readiness metrics.
– Capture information from Enterprise Resource Systems enabling comparative analyses.
– Establish a more OBJECTIVE T-RATING assessment that allows the linkage between resources and training readiness.
– Develop a standardized COST STRUCTURE for training that links unit training activities to cost.

Outcome:
– Identify means to maximize readiness, improve confidence in the process, ensure transparency, optimize the effectiveness of resource investments, and develop trade space for Army senior leader decisions
– Develop an institutional process that informs senior leaders of the costs associated with training readiness
– Sustain and Inform the models that link training events and training expenditures to sustainable readiness demand

Timeline/Milestones:
JAN 16: Initial visit to 3/1 CAV to coordinate events for the year-long CoTR pilot
MAR: 3/1 CAV CoTR pilot rehearsal and training
JAN – MAY: Multiple site visits to USAR, ARNG, and Regular Army units
MAY: First iteration with 3/1 CAV (Focus: GFEBS, DTMS, GCSS-A, QC data accuracy)
AUG: Second iteration with 3/1 CAV (Focus: Objective-T, T&EO's, Training Events)
NOV: Third iteration with 3/1 CAV (Assess modifications to process and systems, GCSS-A, GFEBS, DTMS)

Information Brief

Cost of Training Readiness

9 MAR 2016

COL David Hudak
Chief, Analytics Division
DAMO-TRO
703-614-9805

Guiding Principles / Intent:

- Preserve Cdr flexibility

- Improve transparency to better see ourselves

- Create feedback loop to improve Program / Budget

- Link resources to readiness

- Training Enterprise centric vs. TT PEG

- Enhance Training Resource Model

  - Training Activity vs. Miles

  - Account for location / type

  - Forecast based on readiness objectives and SR

Program / Budget

- *Funding Letters*
- *PB Lock*
- *POM Defense*
- *POM Lock*
- *SRG 1-4*
- *Balance Risk (TSS v. INST)*
- *SRTRA / NSTD LIRA*
- *Enhanced Training Resource Model (OPTEMPO)*

OBJ-T

Execute

- Unit Training Activity
- Cost of Training
- Unit Readiness (CUSR)

Forecast

- Readiness Objectives
- SR
- ASRC

Plan

Army G-3/5/7

UIC Direct OPTEMPO
(CLIII, IX, IX Depot Rep, CLS Parts and Labor)

OPTEMPO

Soldier SPT
(CLII, IV, VIII, Ofc Spt, IT, COTS, TDY, Safety)

CTC Trans
(Combat Training Center Support)

TRNG AMMO

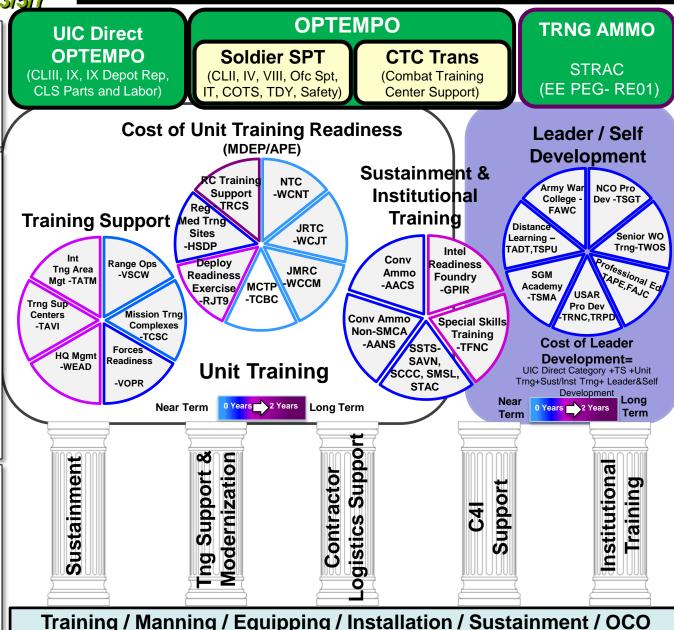STRAC
(EE PEG- RE01)

UIC Direct

Funding and requirements directly influenced by the Brigade training strategy that are tied directly to a Brigade

General Support

➤ Costs and requirements that can change in proportion based on the desired outcome.
➤ Requirements that can be influenced by recourse decisions and increases or decreases in resources will directly affect a units training strategy.
➤ Capability that supports on an area basis.

Enterprise

➤ Costs and requirements that remain unchanged irrespective of the output.
➤ Requirements that must be in place in order for a brigade to train.

Cost of Unit Training Readiness
(MDEP/APE)

Training Support

- Int Tng Area Mgt -TATM
- Range Ops -VSCW
- Trng Sup Centers -TAVI
- Mission Trng Complexes -TCSC
- HQ Mgmt -WEAD
- Forces Readiness -VOPR

- RC Training Support -TRCS
- NTC -WCNT
- Reg Med Trng Sites -HSDP
- JRTC -WCJT
- Deploy Readiness Exercise -RJT9
- JMRC -WCCM
- MCTP -TCBC

Unit Training

Sustainment & Institutional Training

- Conv Ammo -AACS
- Intel Readiness Foundry -GPIR
- Conv Ammo Non-SMCA -AANS
- Special Skills Training -TFNC
- SSTS-SAVN, SCCC, SMSL, STAC

Leader / Self Development

- Army War College - FAWC
- NCO Pro Dev -TSGT
- Distance Learning – TADT,TSPU
- Senior WO Trng-TWOS
- SGM Academy -TSMA
- Professional Ed -TAPE,FAJC
- USAR Pro Dev -TRNC,TRPD

Cost of Leader Development=
UIC Direct Category +TS +Unit Trng+Sust/Inst Trng+ Leader&Self Development

Near Term | 0 Years → 2 Years | Long Term

Near Term | 0 Years → 2 Years | Long Term

Sustainment

Tng Support & Modernization

Contractor Logistics Support

C4I Support

Institutional Training

Training / Manning / Equipping / Installation / Sustainment / OCO

G3/G8 PA&E lead a robust team in collecting training and resourcing data to fine-tune the training strategy and program the appropriate resources required to execute the strategy.

CoTR Pilot Program (Fort Hood, JAN 2016 - APR 2017)

- Initial visit to 3/1 CAV (25 JAN 16) to provide an overview of the pilot program and implementation of Objective-T

- "Deep Dive" into the systems that: plan training, program resources, allocate resources, spend resources, report readiness from the unit perspective

- Assess gaps in architecture and enterprise systems, implement recommended solutions through subsequent iterations

Unit Surveys in FY16

- Site visits to examine training data and expenditures that cannot be collected through information systems
  - Army Reserve: 4 ESC, 300 SUS BDE, 363 QM BN (JAN 16); 807 MED DSC, 176 MED BDE, 341st MMB (FEB 16); 416 TEC, 420 EN BDE, 980 EN BN (MAR 16)
  - National Guard: 2 BCTs and 2 Functional/Multi-Functional Brigades (MAR-MAY 16)
  - Regular Army: SBCT, IBCT, CAB (MAY 16)

- Provides a "snapshot" of training readiness and associated costs

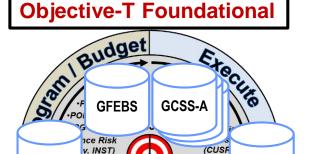**Army G-3/5/7**

> **CoTR Pilot Program:** implementation of Objective-T, capturing training activity to cost through enterprise systems, and linking the cost to training readiness.
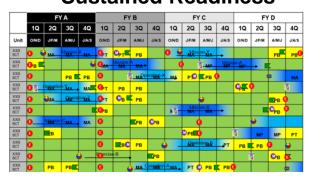
Objective-T Foundational

Key Data Elements
- Strategy to Program
- Program to Execution
- Training Plan
- Execution of Training Events
- Cost of Training Events
- Readiness Assessment

Sustained Readiness

	May 2016	Aug 2016	Nov 2016	Jan 2017	Apr 2017
Initiate planning • Publish EXORD • Prioritize needed policy and administrative products • **Unit orientation visit (Jan 2016)** • Provide unit access to training on systems • Finalize architecture (opn, system, data) • Finalize analysis plan	**Initial CoTR visit** • QC of data accuracy • Assess Tng Event • Assess Finance and Training Systems • ID gaps	• Assess Tng Events • Assess T&EOs • Obj-T • Assess readiness process	• Assess Tng Events • Assess mods to GCSS-A, GFEBS, DTMS	• Assess Tng Events • Assess mods to T&EOs, Obj-T, DTMS, and readiness process	• Assess Tng Events • Assess changes from previous quarter

Army Software Maintenance

Problem/Opportunity:

- Provide Army leadership the ability to objectively estimate, budget, allocate, and justify the software maintenance (SWM) resources required to meet system mission requirements

Outcome:

- Systemic cost accounting data available to inform critical SWM resource decision making at all stakeholder levels

Timeline/Milestones:

- Define SWM information/data requirements
- Automated data collection using GFEBS
- Systemic SWM cost/technical data collection and analysis across the Army system base
- Develop and apply more capable SWM cost estimation models and methodologies
- Objective derivation of system/organization resource requirements/allocations
- Accurate tracking of SWM funds execution
- Capable SWM cost accounting infrastructure

Resource Requirements:

- DASA - CE - .5 MY FY 16
- ARDEC - GOVT - 3 MY FY 16
- Technical Support - 650 K

Discussion Points/Next Steps:

- GFEBS Pilots Underway
  - 7 Pilots at CECOM SEC using updated CDRLs to collect financial and cost management data
  - 4 Pilots at ARDEC Picatinny collecting Organic SW Maintenance Support
- SWM Phase 1 Data Call will close in March and initial Cost Estimating Relationships will be developed.
- SWM Phase 2 Data Call for the remainder of the systems in the Army is in the coordination phase.

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Closing Comments

Backups

Open Actions

Cost Management Steering Group

CMSG Actions Tracker			
Action Item Description	**Status**	**Milestone**	**Milestone Date**
2 Cost Management Documentation Strategy			
2a.1 Cost Management Strategic Implementation Plan (CMSIP) Metrics	Open	Approve Metrics	3rd QTR FY16 CMSG
2d Design Decision Documents	Open	2 Drafts out for review(WBS Element, Custom Fields)	10-Mar-16
3 Army Standard Labor Time Tracking (ASLTT) (CMSG as ASLTT SAG)			
3c ASLTT Study Plan	Open	Approved	20-Jan-16
3d ASLTT Requirements	Open	Validate Requirements	28-Mar-16
3e ASLTT MDD	Open	Signed	28-Jan-16
4 Cost Management Training	Open	Establish Quick Action Team	8-Dec-15
5 Cost Managed Organizations	Open	Pilot Update/Best Practices	9-Mar-16
6 Army Cost Model Workflow Tool	Open	Create SOP	31-Mar-16

Prior CMSG - Actions Update
All CMSG Actions to Date

Cost Management Steering Group

CMSG Actions Tracker			
Action Item Description	Status	Milestone	Milestone Date
1 CMSG Charter	Closed	Complete	25-Feb-15
2 Cost Management Documentation Strategy			
2a Cost Management Strategic Implementation Plan (CMSIP)	Closed	Publish	12-Aug-15
2a.1 Cost Management Strategic Implementation Plan (CMSIP) Metrics	Open	Approve Metrics	3rd QTR FY16 CMSG
2b Army Standard Cost Model Document	Hold	On Hold to align with emerging terminology	8-Dec-15
2c Command Cost Model (CCM)	Closed	44 CCMs Published	15 Jun 15
2d Design Decision Documents	Open	2 Drafts out for review(WBS Element, Custom Fields)	10-Mar-16
3 Army Standard Labor Time Tracking (ASLTT) (CMSG as ASLTT SAG)			
3a ASLTT Problem Statement	Closed	Approved	5-Nov-15
3b ASLTT Study Plan Guidance	Closed	Study Plan Guidance Signed	11 Aug 15
3c ASLTT Study Plan	Open	Approved	20-Jan-16
3d ASLTT Requirements	Open	Validate Requirements	28-Mar-16
3e ASLTT MDD	Open	Signed	28-Jan-16
4 Cost Management Training	Open	Establish Quick Action Team	8-Dec-15
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CMSG Portfolio Template

Cost Management Steering Group

Problem/Opportunity:

Outcome:

Timeline/Milestones:

Resource Requirements:

Discussion Points/Next Steps: