



Command Cost Model Document

U. S. Army Futures Command (AFC)

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February 2025

Enterprise Resource Planning
(ERP) Command Cost Model
Document (CCMD) —
Command Series

Reference No. » CCM—OA97



Version History

Version	Release date	Summary of Change	Revised By
Draft	December 2024	Initial Review	DASA-CE Cost Management Team
Draft	February 2025	Review Completed	AFC
Draft	February 2025	Review feedback incorporated	DASA-CE Cost Management Team
Rev0	February 2025	CCMD Published to PDF and posted.	DASA-CE Cost Management Team

Table of Contents

1	Statement of Purpose	1
1.1	Intended Audience	2
2	Command Overview	2
3	Cost Management Objectives	3
3.1	Current Cost Objectives	3
4	ERP & Non-ERP Systems	3
5	Command Cost Master Data	5
5.1	Cost Centers	5
5.1.1	Overview	5
5.2	Activity Types	5
5.2.1	Overview	5
5.2.2	Usage & Calculations	6
5.3	Internal Orders	7
5.3.1	Overview	7
5.3.2	Command Usage – Internal Orders	7
5.4	WBS Elements	7
5.4.1	Overview	7
5.4.2	Command Usage	7
5.5	Statistical Key Figures (Non-Financial Measures)	8
5.5.1	Command Usage	8
5.6	Cost Elements	8
5.6.1	Overview	8
5.6.2	Primary Cost Elements	8
5.6.3	Secondary Cost Elements	9
5.6.4	Command Usage	9
5.7	Business Processes	10
5.8	Real Property	10
5.9	Attributes (Custom Fields)	10
6	Planning Execution	11
7	Capturing Actuals	11
7.1	Payroll	11
7.2	Labor Tracking	12
7.2.1	Civilian Labor	12
7.2.2	Military Labor	12
7.2.3	Contractor Labor	12
7.3	Non-labor Resource	12
7.4	Depreciation	13
8	Perform Allocations/Cost Assignments	13
8.1.1	Costing Sheets	13
9	CM Data Load via an Interface	13
10	Reporting (Metrics & Performance)	13
10.1	Future Cost Objectives	14
10.1.1	Current/Near-Term (Current Environment) vs. Long-Term (EBS-C)	16
11	Appendix A – References	22
11.1	Cost Management Supplemental Materials	22
11.2	SIPOC (Suppliers, Inputs, Processes, Outputs, Customers) Process Maps	22



1 Statement of Purpose

This document is the Army Futures Command's (AFC's) initial Command Cost Model Document (CCMD) for the purpose of providing an overview of the Command's current cost management practices, as well as defining future requirements in preparation for the Enterprise Business Systems Convergence (EBS-C). This document will ensure the Command's full costs are captured in accordance with Army-wide costing procedures but also records AFC's unique costing scenarios, including the necessity to substantiate requests for ongoing and predictive capabilities for future resources and operational funding needs.

This document is a living document with mandatory ongoing sustainment efforts required. Periodic reviews and/or updates will take place whenever cost model changes occur. This will ensure the CCMD remains current and relevant, serving as the primary guide in understanding how the current cost model is operating, and which systems are currently active. GFEBS (General Fund Enterprise Business System) is the system of record; however, other systems may still interface with GFEBS, such as GFEBS-SA (Special Activities), GCSS-A (Global Combat Support System – Army), and LMP (Logistics Modernization Program). The "Cost Model" consists of the defined system master data and supporting transactions necessary to support the Cost Management Processes (see Figure 1-1). The CCMD contains the following information:

- Current and Future Cost Objectives
- ERP and Non-ERP Systems
- Command Cost Master Data
- Execution of various kinds of planning
- Capturing Costing Actuals
- Reporting Requirements

Figure 1-1: Cost Management Process





1.1 Intended Audience

The intended audience of this document consists of readers already familiar with their respective ERP systems and the cost management concepts within the Army’s Cost Management Handbook.

2 Command Overview

The Army Futures Command (AFC) is responsible for transforming the Army to ensure war-winning readiness and having U.S. soldiers remain at the forefront of technological and future warfighting capabilities. Established in 2018, AFC is headquartered in Austin, Texas and employs approximately 17,000 personnel worldwide. AFC’s purpose is to transform the Army to ensure war-winning future readiness. The Army Futures Command encompasses five (5) Supporting Commands and nine (9) Cross Functional Teams (CFTs) outlined below:

- DEVCOM – Combat Capabilities Development Command
- MRDC – Medical Research and Development Command
- FCC – Futures and Concepts Center
- TRAC – The Research and Analysis Center
- Army Software Factory
- Army Applications Laboratory
- Artificial Intelligence Integration Center

Table 2—1: AFC’s Cross-Functional Teams

AFC’s Cross-Functional Teams (CFTs)	Description
Air and Missile Defense (AMD)	Works to outpace strategic competitors to defend ground forces against adversary air threats, as well as protect the infrastructure of U.S. and Allied forces against a host of air and missile threats.
Assured Positioning, Navigation and Timing/Space (APNT/Space)	Responsible for accelerating the delivery of advanced APNT, tactical space and navigation warfare capabilities to the Soldier.
The Contested Logistics Cross-Functional Team (CL CFT)	Focuses on the tactical level in the contested logistics realm.
Future Vertical Lift (FVL)	Leads the development of critical combat systems, ensuring that Army aviation maintains vertical lift dominance over enemy forces in future MDO.
Long Range Precision Fires (LRPF)	Leads a comprehensive modernization effort to deliver cutting-edge, surface-to-surface fires systems that significantly increase range and effects over currently fielded U.S. and adversary systems.
Army Command and Control (C2)	Deliver a network that enables our Army to Fight, Win and Dominate in a Multi-Domain environment.
Next Generation Combat Vehicles (NGCV)	Works to narrow or close cross-domain maneuver capability gaps by developing Army requirements for the next generation of combat vehicles, while synchronizing and overseeing all supporting materiel development activities, experiments and assessments.



AFC's Cross-Functional Teams (CFTs)	Description
Soldier Lethality (SL)	Increases the lethality of the Close Combat Force by focusing on the capabilities necessary at the Soldier and Squad level to gain and retain a clear and decisive overmatch against peer and near-peer threats.
Synthetic Training Environment (STE),	Expands the Army's synthetic training environment and increases distribution of simulations capabilities down to the company level.

AFC leads the way for the Army as a whole by framing problems – and solutions – across the full DOTMLPF-P (Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy), enabling creation of the best solutions to keep Soldiers safe and America strong.

Note: AFC has subsumed the following Commands and Centers:

- The Research and Analysis Center (TRAC) formerly the TRADOC Analysis Center (TRADOC – OA57), to align key issues, challenges, and initiatives, thus enabling new capabilities and investments to be researched, tested, and advanced.
- U.S. Army Combat Capabilities Development Command (DEVCOM), formerly the U.S Army Research, Development and Engineering Command (RDECOM – OA60.F), formerly under the Army Materiel Command working in partnership with soldiers, civilians, scientists, engineers, researchers, and industry leaders providing technological solutions to meet operational needs and innovative breakthrough developments.

3 Cost Management Objectives

3.1 Current Cost Objectives

The current cost objective for AFC is to ensure actual costs spent can be tracked and allocated to projects, then compared and analyzed against projected or “planned” costs.

4 ERP & Non-ERP Systems

This section describes the command’s usage of the various ERP systems (GFEBS, G-Army, DTS, etc.), and non-ERP systems including spreadsheets.

Table 4—1: ERP & Non-ERP Systems

System Name	Purpose
Defense Automated Time Attendance and Production System (DATAAPS)	DATAAPS provides an automated, single-source input for reporting and collecting time and attendance and labor data. Labor results in one of two different types of backend accounting postings within GFEBS. Each DATAAPS transaction is processed using one of the two possible accounting posting methods. The DATAAPS transactions will vary slightly depending on the type of accounting posting that occurred in GFEBS.



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U.S. Army Futures Command (AFC)

System Name	Purpose
cProbe/ Planning, Programming and Budgeting Business Operating (PPB BOS)	<p>Serves as the Army's authoritative resources database, including dollar, manpower and force structure information, and is designed to support the development of the Program Objective Memorandum (POM) and the President's Budget, Future Years Defense Program, which are submitted to the U.S. Congress and the President each year for signature.</p> <p>cProbe is primarily responsible for programming future Army resource requirements directed by the Headquarters, Department of Army Staff and includes modules for Command Programming, PEG Programming, and Data Warehouse/Business Intelligence tools.</p> <p>cProbe also maintains systems interfaces with the Army execution system, General Fund Business System, to both supply Army master data and to facilitate analytical analysis of resource projections and actual execution of Army programs, and OSD Comptroller and Cost Assessment and Program Evaluation for data submission requirements.</p>
Defense Civilian Payroll System (DCPS)	The Defense Civilian Pay System (DCPS) is a pay processing system used to pay DoD civilian employees and employees at several other Federal entities.
Defense Travel System (DTS)	DTS is a software application used by the U.S. Department of Defense which allows defense travelers to manage their commercial travel in accordance with the government's Joint Travel Regulations. allows the traveler, if authorized, to select the Line of Accounting (LOA) to which his or her travel expenses will be charged. However, DTS is not an official accounting system. DTS can check travel targets loaded in the budget module and simplify the process of making cost estimates, but it is not designed to substitute for official accounting procedures.
FCC G8 Power BI Executive Dashboard	AFC's Supporting Command, Futures and Concepts Center's (FCCs) Executive Power BI Dashboard allows the Director, Deputy Director, and senior Army leaders detailed comprehensive dashboards for Status of Funds (SoF) including current execution to Plan, SoF by Appropriation, SoF by Organization/Sub-Organizations, Awards SoF, Travel Status Reports by Roll-up, Delinquency, and Rejection Reports.
Financial Integrated Reporting Environment (FIRE)	FIRE is a locally developed tool to fill a mission critical gap in the functionality of GFEBS. The system supports the formulation of the DEVCOM annual Budget Build that feeds the HQDA Rate Board and provides forward looking planning and visibility into key metrics Labor Rates, Projects planned, Indirect Costs, Indirect Rates, and other key metrics. Additionally, it contains functionality to link budget vs. actuals in the year of execution.
G-Army/SAP	Tracks consumption of supplies and equipment.
Government Invoicing (GINV)	Treasury mandated system used for reimbursable support agreements and managing reimbursable transactions. Most users do not have access to the actual GINV system. Most users will utilize GFEBS which has a GINV interface. Army started managing reimbursable financial operations through new GINV processes in November 2024.
GFEBS/SAP	Houses all cost master data, execution of financial transactions, and extracting FI and CO data via exports or Business Intelligence (BI) reporting.
Integrated Personnel and Pay System - Army (IPPS-A)/Oracle	The IPPS-A Enterprise Resource Planning (ERP) is an Oracle PeopleSoft Suite that integrates military personnel and pay functions for over 1.1 million Soldiers into a multi-component personnel and pay system to deliver Total Force visibility for Active Army, Army National Guard, U.S. Army Reserve, West Point Cadets, Reserve Officer Training Corps and Health Professional Scholarship Students in a single system.



System Name	Purpose
MS Excel Spreadsheets	AFC manually extracts data from GFEBS into MS excel spreadsheets for offline reporting and analysis purposes.
SharePoint Online	Provides a repository for storage of reports, policy, and guidance.
TRAC Enterprise Data System (TEDS)	The Research & Analysis Center (TRAC), one of AFC's cross-functional teams allows internal and external customers the ability to view an organization's financial health at any given time on a daily basis.

5 Command Cost Master Data

5.1 Cost Centers

5.1.1 Overview

Cost Centers represent the organizations (e.g., Company A) listed within the Modification Table of Organization and Equipment (MTOE) or Table of Distribution and Allowances (TDAs) entities (i.e., RDT&E Program & Budget). Cost Centers are established to collect and manage costs incurred within an organization for the corresponding capacity output provided (e.g., Labor Hours). Cost Centers align to the UIC-Paragraph structure of the TDAs or the MTOE structured authorized UICs (Unit Identification Codes).

AFC has both TDA and MTOE related Cost Centers with all Cost Center numbers beginning with a federated 4* series code (i.e., 4xxxxxxx). Creating a new Cost Center requires a unique combination of the UIC-Paragraph on an approved Force Structure document or a structure Derivative UIC (DUIC) to reflect the MTOE units.

Note: There are many other data elements defined on the Cost Center master data record, which are utilized for reporting or interfacing with other systems such as (but not limited to) Standard Hierarchy, Area of Responsibility, Operating Agency, and Interface Indicator (utilized if using DATAAPS for time tracking.)

5.2 Activity Types

5.2.1 Overview

Activity Types (i.e., Resource Pools), describe the kind of capacity of a specified resource within a Cost Center, typically measured in units of time (HRS) or volume (BTUs), etc. and used to assign capacity-related costs to consuming cost objects (e.g., WBS Elements, Internal Orders). There are two (2) types of Activity Types within the Army, 'Labor-related Activity Types' and 'Non-Labor Activity Types'.

1. **Labor-related Activity Types** are defined for the Army as a whole, based on various Pay Plans and Job Series (i.e., Human Resources Management and Education). Labor-related Activity Types provide a way of structuring and aligning the various kinds of skills provided by all the Army's labor-related resources utilized by the Commands. The major Labor Related Activity Types are categorized by:
 - Civilian
 - Military
 - Local National



- Contractor
 - State and Local Workers
2. **Non-Labor Activity Types** are used to track and assign the costs of resources other than labor, such as equipment or building costs; however, currently very few Commands utilize this functionality. Non-Labor Activity Types are applicable to the Project and Production-related areas, such as Integrated Facilities System (IFS) Maintenance. The major Non-Labor Activity Types examples are:
- Equipment Activity Types (based on groupings of equipment, such as Dump Truck 6T)
 - Equipment: Dept. of Public Works (DPW) Maintenance
 - Vehicle Activity Types (based on GSA classification groupings, such as Tractor Loader)
 - Others (Supplies, Printing, Ammunition, etc.)

Note: In the SAP environment an Activity Type represents a resource only, as previously described, and does not represent or describe the actual task or activity being performed by the resource. In SAP language, a 'Business Process' cost object represents the actual task or activity being performed. For additional information regarding a Business Process, refer to the Business Process Design Decision Document (Reference No. DDD-300.BP).

5.2.2 Usage & Calculations

AFC's main capacity is workforce; therefore, Labor-related Activity Types are utilized (i.e., Labor Hours). The transaction for associating the capacity consumed requires a quantity and a standard rate to exist for the Activity Type and Activity Type Rate. The coding logic is a hyphenated combination of both the Cost Center and Activity Type (e.g., 4xxxxxxx-14xxx).

- Civilian – AFC (DEVCOM, TRAC) does currently perform Time Tracking for Civilian Labor Hours, and as such Labor Activity Types are needed to support both the payroll and labor tracking processes. DEVCOM performs time tracking through DATAAPS and uploads to GFEBS using the MTT process.
- Military – AFC (TRAC) is tracking time related to Military Labor Hours and outputs worked within GFEBS.
- Local National – AFC does have Local National (LN) Payroll captured under Commitment Item 28B0 and does not utilize a LN Activity Type.
- Contractor – AFC does not currently track Contractor Labor Hours to outputs.
- Non-Labor Activity Types – AFC does utilize Non-Labor Activity Types, such as 20402 – Panel Truck.

Refer to Table 5—1: Summary Utilization of Activity Types below for a summary of Activity Type utilized by AFC.

Table 5—1: Summary Utilization of Activity Types

Type	Area	Utilized
Labor	Civilians	Yes
Labor	Military	Yes
Labor	Local Nationals	No
Labor	Contractors	No



Type	Area	Utilized
Non-Labor	Equipment Types	Yes

5.3 Internal Orders

5.3.1 Overview

Orders are a type of cost object utilized to capture the cost of an event (e.g., maintenance request, reason for travel, etc.) or a repetitive service (i.e., Military Card Processing). There are various kinds of Orders such as Internal Orders (IOs) used in the CO (Cost Controlling Module), Plant Maintenance Orders (PMOs), and Production Orders (PPOs). Within each kind of Order there are various Order Types which support segregation of like kind events.

5.3.2 Command Usage – Internal Orders

AFC utilizes Internal Orders within its Cost Model. Initially, Internal Order types ZRDE, ZTAC, ZCEC were mass loaded to manage indirect overhead costs utilizing Costing Sheets and the labor variance liquidation process for unfunded leave (i.e., ZUFL – Unfunded Leave). Some other common Internal Orders that AFC uses are Order Type ZTE1 to track facilities costs and utilization such as DECONTAMINATION PAD COMPLEX, AMBIENT BREEZE TUNNEL (ABT), SV ELECTRONIC ATTACK (EA). Outside of facility tracking, very few Internal Order are utilized for one-off events such as, SNOW REMOVAL, SPECIAL PROJECTS, COMMAND SPONSORED EVENTS.

If Internal Orders are marked as Statistical (STAT) then STAT IOs can support both the Spend Plan to a lower-level view and reporting by event (e.g., FCA, RM Conference), which is necessary for organizations who utilize the GFEBS Spend Plan capabilities to have the ability to push their Spend Plans below Fund Centers to Cost Center groups.

Some of the AFC's Internal Orders are Statistical (STAT) and STAT IOs can only be utilized in conjunction with another cost object such as a Cost Center and/or WBS Element. For example, STAT IOs are utilized to provide the view by facility utilized with the real posting consuming budget against the customer WBS Element paying for the test.

5.4 WBS Elements

5.4.1 Overview

Work Break-down Structure (WBS) Elements are utilized to identify the sub-activities required to execute a Project. Additionally, WBS Elements are utilized to support the reimbursable processes (via the Sales Orders or the Direct Charge processes) for services provided within and external to the Army.

5.4.2 Command Usage

The main cost collector for AFC is the WBS Element in order to track the transparency, visibility and activity of the project efforts being supported.



AFC uses WBS Elements for many reasons, some of which are:

- Collect any reimbursable costs for services provided
- Provide funding to other entities via the Direct Charge process
- Manage Official Representation Funding (ORF)
- Track costs of Functional Cost Accounts (FCAs) such as F1201 – OPERATION ENDURING FREEDOM (OEF), Counter Narcotic Y9204 – CENTCOM CN OPERATIONAL SUPPORT (OPS)
- Capture non-labor costs of organizations
- Track the costs of equipment and kits
- Manage the costs of specific research and development projects
- Handle miscellaneous collections processes
- Track Functional Cost Account (FCA) codes in the rare instances that they are necessary, such as F9871 - MILITARY TRAINING SPECIFIC ALLOTMENT

5.5 Statistical Key Figures (Non-Financial Measures)

Statistical Key figures (SKF) represent the non-financial measures a command might want to track to support performance reporting and/or to be utilized to support Allocations. SKF's enable the capturing of non-budget relevant metrics such as the quantity of classes, or quantity of students, etc.

5.5.1 Command Usage

AFC does utilize SKF's for tracking Labor Hours per Activity Type categories for reporting and/or allocation purposes. SKF's represent an area of interest to EBS-C as this functionality has the potential to improve the level of detail available for reporting the full cost of projects.

5.6 Cost Elements

5.6.1 Overview

Cost Elements provide information on value flow and value consumption. There are two (2) types of Cost Elements, Primary and Secondary. A Primary Cost Element corresponds to an expense item in the chart of accounts and a cost-related item in Cost Centers (in SAP FI and CO Module). A Secondary Cost Element corresponds to the transfer of costs in SAP's CO Module only.

5.6.2 Primary Cost Elements

Primary Cost Elements (or Revenue Elements) represents the initial expenditures within GFEBs and are defined Army-wide from the General Ledger accounts. Once posted in the FI Module, they are simultaneously posted into the CO Module, assigned to the appropriate Cost Center. Primary Cost Elements denote operating expenses such as wages, sales-related expenses, and administration costs. Primary Cost Elements are similar to what the Army currently refers to as Elements of Resource (EORs). EORs have their basis in the Object Classes established by the Office of Management and Budget (OMB). Examples of Primary Cost Elements are:

- Revenues – Assigned to primary posting that reflect revenue initiated from billing documents (e.g., revenue generated from a Sales Order).



- External Settlement – Utilized for moving expenses from the Finance (FI) Module to the Controlling (CO) Module (CO), then can follow-through to the Project Systems (PS) Module.
- Primary Cost/Cost-reducing Revenues – Generally initiated for initial business process in Financial Accounting or Materials Management (e.g., for salaries or equipment purchases).

5.6.3 Secondary Cost Elements

Secondary Cost Elements represent the internal movement of costs within the Controlling (CO) Module to trace costs to the final cost object via allocations or settlement. This provides the collection of costs expressed quantitatively. Secondary Cost Elements are not tied to the General Ledger (G/L). Examples of Secondary Cost Elements are:

- Assessments – Utilized for defining the Secondary Cost Elements that can be used within the Assessment Cycles and Manual Cost Transfers.
- Allocations – Utilized for defining the Secondary Cost Elements associated to Activity Types to be used for Direct Charging, such as time tracking postings from DATAAPS or order confirmation for Plant Maintenance Orders.
- Settlement – Utilized with Secondary Cost Elements to support settlement of WBS Elements and Orders to the end cost receiver. Secondary Cost Elements used to post costs to the PMO are different than those used to settle those costs onto the end cost object allowing for reporting to see the flow of costs through the entire entity.

5.6.4 Command Usage

AFC's does use Secondary Cost Elements as shown below in Table 5—2, to facilitate the movement of labor-related costs and materials & supplies detailing the movement from one cost object to another cost object. For example, from a Cost Center/Activity Type to a project (e.g., WBS Element) or an event (e.g., Internal Order), or charged out to another Command's Cost Center (e.g., reimbursable).



Table 5—2: Secondary Cost Element Specific to Command Needs

Secondary Cost Element Code	Description
9000.S001	MATERIAL & SUPPLIES
9000.S003	DIRECT LABOR
9010.0040	INDIRECT OH
9100.0100	LABOR ALLOC - BR
9100.C002	INDIRECT SPT COST
9300.0100	LABOR CHARGE - REG
9300.0160	CONTRACTED LABOR
9300.016V	CNTR LABOR VARIANCE
9300.01OT	LABOR CHARGE - OT
9300.01VR	LABOR VARIANCE
9400.0100	CIV LABOR-NBR
9400.0160	NBR CONTRACT LABOR
9400.01OT	INTERN -OT-NBR

5.7 Business Processes

Currently the AFC Cost Model does not use Business Processes to track cross-functional business activities or activity-based costing.

5.8 Real Property

AFC does not have Real Property (e.g. Building X or Land Y) and therefore this cost object is not present within the Futures Command Cost Model.

5.9 Attributes (Custom Fields)

Currently, AFC is using several Custom Attribute Fields added to the base SAP master data elements of Cost Centers, Internal Orders and WBS Elements. Usage includes items such as tracking S&T projects, and Congressional Adds.

- Attribute 1 (ATTR1) field – utilized to capture a command wide Discreet Management Code, such as DMC10 – Revitalization/Upgrade (RU) or DMC11 – Test Operating Procedures (TOPs)¹
- Attribute 2 (ATTR2) field – contains the Facilities Code (e.g. FCGJ – FIELD TEST ENGINEERING COMPLEX or FCZZ – NON-FACILITY) utilized command wide.
- Attribute 3 (ATTR3) field – does not have a check table and is provided for entities within a command to

¹ DASA-CE ERP Command Cost Model Document – U.S. Army Test and Evaluation Command (ATEC) Ref No. CCM-OA41 (1/31/2015 pg.8).



capture information as needed, such as tracking by TEAM 1- 3 at Dugway Proving Grounds.

- Functional Cost Account (FCA) – tracking FCA codes issued for tracking of Hurricanes and deployment related events.
- Command Defined field – As of 2015 some Commands issued a policy on the utilization of the Command Defined Field in order to provide transparency into the reimbursable customer source of funding. The Customer Defined Codes consists of a five (5) alphanumeric digit code and represent the organization's Funds Center making the request such as A5XA0. Within GFEBS, the Customer Defined Code must be populated on all WBS Elements that executes reimbursable funds. The Table below shows some sample values for Command Defined Fields.

Table 5—3: Sample of Command Defined Field Values

Customer Defined Code	Customer	Description
A5XB0	PEO Ammunition	PEO Ammunition – includes all Fund Centers A5XB*
A5XC0	PEO Aviation	PEO Aviation – includes all Fund Centers A5XC*
D4A00	Air Force	Air Force
D4C00	Defense Advanced Research Projects Agency (DARPA)	Defense Advanced Research Projects Agency (DARPA)
F5A00	Department of Agriculture (USDA)	Department of Agriculture (USDA)
N6A00	Private Industry	Private Industry
N6B00	Academia/Universities	Academia/Universities

6 Planning Execution

AFC currently does not utilize Cost Planning capabilities.

7 Capturing Actuals

7.1 Payroll

Civilian Payroll will be disbursed out of the Defense Civilian Payroll System (DCPS) with financial transactions being recorded on a bi-weekly basis. The Budget line of accounting (LOA) is defined within the Human Resources (HR) master data record for each employee. One item to note is the Funds Center for the paying Budget LOA is determined by the Funds Management business logic (i.e., FMDERIVE – A custom table inside the ERP platforms that associate Cost Management master data with Funds Management master data).

AFC is responsible for maintaining both the Faces-to-Spaces document identifying the association of Activity Types to Cost Centers and the calculations of the Rates. Additionally, AFC maintains the HR LOA within ERPs and requests updates to the FMDERIVE related business rules necessary for payroll to post against the correct funding.

Military Payroll is centrally managed in the Army but comprises a portion of AFC's TRAC, supporting command's overall cost of operations. Payroll for Military (MILPAY) is managed and paid from a centralized



HQDA account and will not be associated to the organization the Military is assigned to. For entities tracking labor hours of Military utilized, a non-budget relevant imputed cost for Military labor will eventually be aligned to the benefiting command, such as TRAC to offset the labor costs charged from organizations to products/services.

7.2 Labor Tracking

7.2.1 Civilian Labor

All AFC employees are assigned to Cost Centers for collecting the cost of their actual civilian pay. As employees indicate the productive time (non-leave, etc.) they've accomplished over time, costs are further allocated to WBS' in GFEBS. This assignment of costs is most commonly done with the DATAAPS to GFEBS interface within the AFC enterprise. Non-productive time allocations are generally assigned to Cost Centers with no additional delineation of purpose. The movement of labor using the DATAAPS/GFEBS interface is considered a secondary cost transfer which is tracked using the 9300L commitment item in GFEBS. Some organizations track their labor using external project management systems outside of DATAAPS. When this occurs, a manual upload of the allocation of costs is necessary, but results in the same secondary commitment item of 9300L posting to the costs final location.

7.2.2 Military Labor

Some AFC organizations have tracked military personnel costs as it relates to projects worked. Seeking reimbursement for these costs is generally prohibited by law but can help to understand full costs of a project when military staff is involved. These hours can be tracked in GFEBS using non-budget relevant cost objects. Posting of these hours can be done through the same mechanisms generally available to civilian personnel.

7.2.3 Contractor Labor

A limited number of AFC reporting units track contractor hours as a cost driver. We do not currently have an efficient or automated way to track contractor labor costs that mirrors those available for civilian and military labor using DATAAPS to GFEBS cost management processes. Future contract agreements could require contractors to provide tracked hours to AFC components to better understand their cost impact.

7.3 Non-labor Resource

AFC's non-labor resources refer to items such as equipment, fuel, software licenses, etc., and the individual initiating the budget execution action needs to indicate the organization and/or event (i.e., Internal Order or WBS Element) receiving the benefit of the non-payroll expense.

For Non-Pay/Labor costs, the individual initiating the budget execution action needs to indicate the organization and/or event (e.g., Internal Order or WBS Element) receiving the benefit of the non-payroll expense. To ensure the multiple cost objectives, Non-Pay/Labor costs are tracked to multiple cost collectors as well based for Organizations, Facilities, and work effort.



7.4 Depreciation

AFC does not record depreciation or other consumption of assets.

8 Perform Allocations/Cost Assignments

Various kinds of Allocations and Cost Assignments are supported within the cost model. AFC utilizes Costing Sheets to associate indirect costs to their final cost objects.

8.1.1 Costing Sheets

DASA-CE creates and maintains various Costing Sheets for AFC. At the time this document was published costing sheets were only utilized by DEVCOM. A Costing Sheet is an allocation tool that is used for the application of indirect costs (e.g. management oversight, network support, etc.) to receiver object (WBS Elements) that reflects the work effort. Costing Sheets have two methods for calculating the amount of indirect costs to be associated:

- 1) Percent of the dollars posted – An example of this method is to support the Unfunded Civilian Service Retirement (UCSR) process. A percentage of just the labor dollars charged to a WBS Elements is utilized to calculate the amount to collect for unfunded civilian retirement, postretirement health benefit and postretirement life insurance costs from specific customer types (e.g., DoD Components, Federal Agencies, and private parties).
- 2) Dollar per Hour (\$/Hr.) – An example of this method is for each labor hour confirmed to the WBS Element (e.g. 10 Hrs. of direct labor hours at \$78.00/Hr resulting in \$780.00 of direct labor costs), an additional \$33.52/Hr. is charged to cover all indirect costs (resulting in \$335.20 of indirect costs also being associated to the WBS Element).

9 CM Data Load via an Interface

There are several Army-wide systems interfacing cost management data such as GCSS-A for tactical equipment utilization. Currently, AFC does not have any external systems that need to be imported as cost drivers for allocations.

10 Reporting (Metrics & Performance)

Limited reports are associated with the AFC's Key Performance Indicators (KPIs). The following table includes some of the command's KPIs:

Table 10—1: Key Performance Indicators

KPI Name	KPI Description	Associated Reports
Indirect Collections/Execution	Monitoring indirect collections and execution to ensure proper execution of the program.	No singular report currently available GFEBS Reports
Flex-4	Monitoring Flex-4 collections and execution to ensure proper execution of the program.	GFEBS reports



KPI Name	KPI Description	Associated Reports
Labor Rates & Performance	Monitoring labor performance to varying fund sources to plan.	GFEBS and DCPS/DATAAPS reports
RDTE/OMA/Reim Financial Performance	Monitoring direct execution to plans on RDTE/OMA/Reim funds.	GFEBS reports
Cost per Research Hour	A possible measure would be cost per research hour or FTE. With a direct correlation of support costs to number of researchers this could be a measure (total cost/no. research hours).	Not currently available
HQDA Obligation Metrics & Internal Spend Plan Forecast	Historical data serves as the primary reliable reference for forecasting future events.	GFEBS reports
Professional Staff Years for Studies and Analysis, Scenario and Model Development & Research	TRAC Enterprise Data Site (TEDS), an internal project resource accounting system. Used by TRAC only	TEDS reports
Monthly Execution Rate of Spend Plan	Required across DoD meeting 80% by EOM JUL. This statement is for OMA only. Need to incorporate RDTE and Procurement BMs. <ul style="list-style-type: none">OMA BM (Obligations): Annual 100%, EOM July 80%RDTE BM (Expenditures): First Year: 55%, Second Year: 90%.Procurement (Obligations): First Year: 80%, Second Year: 90%, Third Year: 100%	GFEBS reports

10.1 Future Cost Objectives

The initial ERP fielding activities identified several other cost future objectives for AFC. DASA-CE in conjunction with AFC's Supporting Commands reviewed the benefit of understanding the future cost opportunities outlined below. The table below highlights the future objectives extracted from AFC's SIPOC² workshops:

Table 10—2: AFC's Future Objectives

Future Objective ID	Command Name	Cost Information	Description
AFC_FO_001	AFC-DEVCOM	Total Revenue/Cost by CG Priority	Current CG Priorities: Design 2040; Deliver 2030; Current Fight.
AFC_FO_002	AFC-DEVCOM	Total Revenue/Cost by competency	Total revenue divided by cost by competency is an identified need.

² SIPOC is an abbreviation that represents Suppliers, Inputs, Processes, Outputs and Customers for understanding the relationships and workflow in an operational environment. See Appendix A.



The Deputy Assistant Secretary of the Army for Cost & Economics
ERP Command Cost Model Document — Command Series
U.S. Army Futures Command (AFC)

Future Objective ID	Command Name	Cost Information	Description
AFC_FO_003	AFC-DEVCOM	Total Revenue/Cost by CRC	Total revenue divided by cost by CRC is an identified need.
AFC_FO_004	MRDC	All known reoccurring costs and requirements are identified	All known reoccurring costs and requirements are identified.
AFC_FO_005	Futures and Concepts Centers	Capture the employee cost (military/civilian/contractor) per event.	Implementing a unified system to cost out all participants, including military, civilian, and contractors, facilitates the determination of total personnel costs per event. This approach aids in future planning efforts by providing valuable insights from a cost perspective.
AFC_FO_006	TRAC	Consolidation of systems	Believe we are capturing cost information we need using TEDS and GFEBS. But could see benefit from consolidating systems in order to eliminate or lessen the amount of manual reconciliation.
AFC_FO_007	AFC Cross-Functional Teams	Cost per LOE / sub-program within MDEP	Financial system captures costs by MDEP but detail to LOE / project not available within the OMA budget.



10.1.1 Current/Near-Term (Current Environment) vs. Long-Term (EBS-C)

With GFEBS being live, some things can be enacted immediately to resolve current Pain Points (PP) and even future objectives. The following table identifies potential mitigation strategies, some of which can be implemented immediately, while others should wait for the EBS-C initiative to be completed.

Pain Point Rating:

- Must-Have (M): Essential elements that are non-negotiable and crucial for the product
- Should-Have (S): Important but not critical features that offer significant value
- Could-Have (C): Desirable features that, if omitted, would have a minimal impact
- Won't-Have (W): Features of little to no value at the current juncture, not considered a priority

Type:

- System
- User Interface
- Data-Availability
- Data-Accuracy
- Other

Note: The mitigation strategy can include non-ERP actions to resolve.

Table 10—3: AFC's Pain Points & Mitigation

Pain Point Control #	Command	Costing Pain Point	Explanation	Pain Point Rating	Type	Future Objective	Mitigation
AFC_PP_001	AFC-DEVCOM	Lack of planning module in ERP	Current ERP is merely an execution system, vice a total business tool. It lacks the ability to plan for the future. For example, spend plans for DA, POM planning, reimbursable revenue, indirect costs, project workloads, etc.	Should-Have (S)	System & Data-Availability	AFC_FO_001, AFC_FO_002, AFC_FO_003	CURRENT: FIRE NEAR FUTURE: FIRE/RMW Online EBS-C: Subsume/Activate this module



The Deputy Assistant Secretary of the Army for Cost & Economics
ERP Command Cost Model Document — Command Series
U.S. Army Futures Command (AFC)

Pain Point Control #	Command	Costing Pain Point	Explanation	Pain Point Rating	Type	Future Objective	Mitigation
AFC_PP_002	AFC-DEVCOM	Payroll and Labor Posting (Dual posting in ERP)	Payroll and civilian labor are posted via two transactions and often cause transparency issues. Former accounting systems and labor process directly allocated primary cost elements (11**/12**) to efforts worked. Current ERP allocated costs via secondary cost elements (9300L) and leave variance in the system that requires significant effort to monitor and maintain.	Must-Have (M)	System	AFC_FO_001, AFC_FO_002, AFC_FO_003	CURRENT: Manually reconciled w/ DATAAPS/DCPS/GFEBS. Costs allocated in DATAAPS to Work Breakdown Structure from CC. NEAR FUTURE: Continue w/ status quo unless alternative provided. EBS-C: Subsume/replace DATAAPS
AFC_PP_003	AFC-DEVCOM	Master Data not configured for Army desired reporting	Current ERP not well configured to address key questions from Army senior leadership and requires work around solutions to generate answers/responses. Examples include tracking S&T efforts are the sub-project level (tasks); reporting on "what" efforts are being completed, "who" efforts are being completed for, etc. These requirements are tracked by manual "tagging" in the ERP leading to manual process to extract and report data via tasker vs. ability to pull reports	Must-Have (M)	Man	AFC_FO_001, AFC_FO_002, AFC_FO_003	CURRENT: Manually reconciled reporting also requiring external/third party systems. NEAR FUTURE: Continue w/ status quo unless alternative provided. EBS-C: Restructure to take advantage of reporting capabilities w/in EBS-C as appropriate.



The Deputy Assistant Secretary of the Army for Cost & Economics
ERP Command Cost Model Document — Command Series
U.S. Army Futures Command (AFC)

Pain Point Control #	Command	Costing Pain Point	Explanation	Pain Point Rating	Type	Future Objective	Mitigation
AFC_PP_004	AFC-DEVCOM	Lack of visibility of Contracts in current ERP	Current ERP is limited to a pulling contracts data by commitment item and largely is accumulated into a single commitment item. Offline systems are required for figuring out "what" is being purchased and limits contractual reporting into many forums. Additional issues with visibility related to Direct Charge and Direct Cite contracts within the system.	Should-Have (S)	System & Data-Availability & Data Accuracy	AFC_FO_001, AFC_FO_002, AFC_FO_003	CURRENT: Utilizing multiple systems to submit, write, award, monitor and report contract execution. NEAR FUTURE: Continue w/ status quo unless alternative provided. EBS-C: Subsume this process into EBS-C.
AFC_PP_005	MRDC	Actual Labor Cost	Difficulty capturing true labor costs within GFEBS as current functionality of productive/non-productive creates variances which are difficult or extremely time consuming to track and transfer	Must-Have (M)	System	AFC_FO_004	CURRENT: Manually reconciled w/ DATAAPS/DCPS/GFEBS. Manual cost transfers are required in order to properly align and report costs. NEAR FUTURE: Continue w/ status quo unless alternative provided. EBS-C: Subsume/replace DATAAPS
AFC_PP_006	Futures and Concepts Centers	Determining cost per event	Determining the cost per event is complex due to diverse expenses like personnel, equipment, and logistics, influenced by changing resource needs and unforeseen factors. Accurately attributing costs and forecasting future expenditures adds to the challenge. A precise determination requires thorough analysis of historical data, robust financial modeling, and efficient cost-tracking systems for transparent resource allocation.	Must-Have (M)	System	AFC_FO_005	CURRENT: Capture the individual cost objectives manually. Collect and report outside of the ERPS. NEAR FUTURE: Continue w/ status quo unless and alternative provided. EBS-C: Restructure to take advantage of reporting capabilities w/in EBS-C as appropriate.



The Deputy Assistant Secretary of the Army for Cost & Economics
ERP Command Cost Model Document — Command Series
U.S. Army Futures Command (AFC)

Pain Point Control #	Command	Costing Pain Point	Explanation	Pain Point Rating	Type	Future Objective	Mitigation
AFC_PP_007	TRAC	Not knowing upcoming projects	Unable to know for sure how many reimbursable projects will be requested or when funding will be received know funding position for reimbursable positions and requirements. Use (internal to TRAC, external to GFEBS) system: TEDS. Data is manually entered off of reports.	Must-Have (M)	Data-Availability /Accuracy	N/A	CURRENT: Manual process to review incoming requests and account for them accordingly forcing the command to be reactionary. NEAR FUTURE: Continue w/ status quo unless an alternative provided. EBS-C: Review TEDS for potential inclusion of system capabilities to track incoming projects and potential predicting future projects.



The Deputy Assistant Secretary of the Army for Cost & Economics
ERP Command Cost Model Document — Command Series
U.S. Army Futures Command (AFC)

Pain Point Control #	Command	Costing Pain Point	Explanation	Pain Point Rating	Type	Future Objective	Mitigation
AFC_PP_008	TRAC	Ground-up approach for creating/building a new financial system for use across the DoD Enterprise	Currently the financial systems are a patchwork that sees multiple interface issues with connecting systems. Understand there would be external systems still required (i.e. DTS) but a system that would encompass time keeping, pay, supply system, accounting reports, execution, spend plan, POM, just to name a few functionalities. GFEBS is now antiquated, and updates are just a band-aid. The speed at which technology advances, there is no reason to keep applying band-aids to system(s) which cannot produce the expected outputs to meet financial reporting requirements and audit. The longer the wait to update the system, the more cost is incurred. Spending the time and money up front to produce a system that is functional, effective, and efficient will save the government and taxpayers in the long run.	Should-Have (S)	System & Data-Availability & Data Accuracy	AFC_CC_006	<p>CURRENT: Use the various system to input information, maintain access and then reconcile differences.</p> <p>NEAR FUTURE: Continue with status quo unless alternative provided.</p> <p>EBS-C: Subsume/replace interfacing systems.</p>
AFC_PP_009	AFC Cross Functional Teams	OMA Pay and MilPay cost allocation to specific projects/programs	Labor hours managed in offline systems (civilians DATAAPS, Military IPPS-A, Contract Labor). MIL labor and CIV labor do not show up in PRISM, treating cost center as cost allocation.	Must-Have (M)	System	AFC_FO_007	<p>CURRENT: Manually reconciled w/ DATAAPS/DCPS/GFEBS. Manual cost transfers are required in order to properly align and report costs.</p> <p>NEAR FUTURE: Continue w/ status quo unless alternative provided.</p> <p>EBS-C: Subsume/replace DATAAPS and interface with IPPS-A</p>



The Deputy Assistant Secretary of the Army for Cost & Economics
ERP Command Cost Model Document — Command Series
U.S. Army Futures Command (AFC)

Pain Point Control #	Command	Costing Pain Point	Explanation	Pain Point Rating	Type	Future Objective	Mitigation
AFC_PP_010	AFC Cross-Functional Teams	Contract cost allocation	Obligations post by CLN structure but sub-CLN funding not cleanly supported with expenditure and disbursement posting. DFAS and vendors frequently expend until first sub-clin fully utilized so cost expenditures do not cleanly match the CLN structure of the obligations. Invoices and receiving reports flow through interfaces to GFEBs and errors require human intervention to correct. Disbursements on contracts with multiple lines of accounting flow through MOCAS and frequently post inaccurately.	Should-Have (S)	System & Data-Availability & Data Accuracy	AFC_FO_007	CURRENT: Utilizing multiple systems to submit, write, award, monitor and report contract execution. NEAR FUTURE: Continue w/ status quo unless alternative provided. EBS-C: Subsume this process into EBS-C.
AFC_PP_012	AFC Cross-Functional Teams	Supply cost allocation	Supply obligations interface from multiple sources (supply contracts, GPC USBANK, orders through GCSS-A, DLA G-Invoicing, etc.). Primary routing is DODAAC driven and lacks cost allocation specificity without significant human interface	Should-Have (S)	System & Data-Availability	AFC_FO_007	CURRENT: Manually researching supply acquisitions in the source system to obtain detail information not currently available in GFEBs. NEAR FUTURE: Continue w/ status quo unless an alternative provided. EBS-C: Subsume/replace this process into EBS-C.



11 Appendix A – References

11.1 Cost Management Supplemental Materials

File	Description	URL
Cost Management Handbook Glossary	Cost Management glossary of terms, definitions, and acronyms.	TBD

11.2 SIPOC (Suppliers, Inputs, Processes, Outputs, Customers) Process Maps

1. DEVCOM'S FINANCIAL INTEGRATED REPORTING TOOL (FIRE) SIPOC PROCESS MAP



SIPOC_DEVCOM
FIRE Process Map_Fin

2. FCC'S POWER BI SIPOC PROCESS MAP



SIPOC_FCC POWER
BI Process Map_Draft

3. TRAC'S TRAC ENTERPRISE DATA SYSTEM (TEDS) SIPOC PROCESS MAP



SIPOC_TRAC TEDS
Process Map_Draft.pc

END OF DOCUMENT