



Command Cost Model Document

U. S. Army Central (USARCENT)

The Deputy Assistant
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(ERP) Command Cost Model
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1 Command Description

The United States Army Central (USARCENT) is an assigned Army Service Component Command (ASCC) to the United States Central Command (USCENTCOM) and provides continuous oversight and control of Army operations throughout the USCENTCOM Area of Responsibility (AOR). USARCENT is home to America’s land domain experts in the Middle East, Central Asia, and South Asia. We provide continuous oversight and control of U.S. Army operations throughout the region. U.S. Army Central has a storied past and has always been a key player in U.S. foreign policy.

We are a unit rich in history and steeped in a tradition of victory on the battlefield. USARCENT’s mission is to provide enduring support to the Joint Force, sets and maintains the theater, and leads Building Partner Capacity mission sets to secure U.S. and allied interests in the USCENTCOM Area of Responsibility. On order, USARCENT transitions to a Coalition Forces Land Component Command (CFLCC) to dominate in conflict and is a disciplined and agile command and America's land domain expert in the Middle East and Central Asia-South Asia.

2 Cost Management Objectives

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

3 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 3—1: Summary Utilization of Activity Types

System Name	Purpose
Defense Automated Time Attendance and Production System (DATAAPS)	DATAAPS 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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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 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.
G-Army/SAP	Tracks consumption of supplies and equipment.
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.
MS Excel Spreadsheets	USARCENT manually extracts data from GFEBs into MS excel spreadsheets for offline reporting and analysis purposes.
Operational Data Store (ODS)	ODS is a centralized database that integrates real-time data from various sources to support operational reporting and decision-making. It includes disbursing and financial information from various systems to include DCAS
Defense Cash Accountability System (DCAS)	DCAS is the system of record for disbursing for various DoD entities. This is used specifically for GFEBs and others.
Automated Disbursing System (ADS)	ADS is another disbursing system which can be used in conjunction with DCAS to streamline payments to vendors.



System Name	Purpose
TRACER	DFAS owned MS Access database that consolidates information from the disbursing systems, vendor pay systems, and financial systems to track unmatched transaction (UMTs).

4 Command Cost Master Data

4.1 Cost Centers: Command Usage

USARCENT has TDA related Cost Centers and is federated with all Cost Center numbers beginning with a federated 4* series code (i.e., 4xxxxxxx). The TDA Cost Centers are only those related to UIC's/DUIC's assigned to USARCENT for Admin Control (ADCON), not those under Operational Control (OPCON) to the RC's. Portions of USARCENT organizations are Joint TDAs (JTDAs), due to the nature of their mission. These Cost Centers are not federated and are reflected as a 3* series code. The Cost Centers associated with the JTDA ORG codes are populated within the 'Department' field of the Cost Center master data record, for example, an organization managed by CSTC-A.

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).

4.2 Activity Types: Command Usage

USARCENT'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 – USARCENT does have Civilian Activity Types; however, only USMTM currently performs Time Tracking for Civilian Labor Hours and as such Labor Activity Types are needed to support both the payroll and labor tracking processes. USMTM performs time tracking through DATAAPS and uploads to GFEBs using the MTT process.
- Military – USARCENT does have Military Activity Types; however, they do not currently perform any tracking time related to Military Labor Hours and subsequent outputs worked within GFEBs. With a list of all authorized Military USARCENT related UICs/DUICs that have equipment authorizations and not the Units that are rotating in/out of the region, this set-up step can be performed while the Unit is still in Garrison.
- Local National – USARCENT does have Local National (LN) Payroll. However, this LN Payroll is not associated with Organizational Cost Centers; therefore, no LN Activity Types are utilized.
- Contractor – USARCENT does not currently track Contractor Labor Hours to outputs.
- Non-Labor Activity Types – USARCENT does not utilize Non-Labor Activity Types (e.g. equipment, vehicles, etc.) to assign out the cost of capacity.



Refer to Table 4—1: Summary Utilization of Activity Types below for a summary of Activity Type utilized by USARCENT.

Table 4—1: Summary Utilization of Activity Types

Type	Area	Utilized
Labor	Civilians	Yes
Labor	Military	Yes
Labor	Local Nationals	No
Labor	Contractors	No
Non-Labor	Equipment Types	No

4.3 Internal Orders: Command Usage

USARCENT utilizes Internal Orders within its Cost Model in a limited manner. Less than 20 Internal Order types are utilized by the HQ-MCP entity to provide travel information (e.g., MTSA Enroute, MTSA In Return, Medical TDY, Emergency Leave, etc.). See the following examples:

- Official Representation Funds (ORF) by Continental United States (CONUS) vs. Outside Continental United States (OCOUNUS) which requires a limited control via funded program
- Purpose of travel (e.g. Emergency Leave, National Visits, School TDY and Return, etc.)

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 USARCENT'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.

4.4 WBS Elements: Command Usage

The main cost collector for USARCENT is the WBS Element in order to track the transparency, visibility and activity of the project efforts being supported. USARCENT uses WBS Elements for many reasons, some of which are:

- Collect any reimbursable costs for services provided (e.g. DCA activity) – typically reimbursable related WBS Elements are not structured in detail they are structured only for the purpose of being able to bill. However, some areas within USARCENT needed lower level WBS Elements in order to provide transparency to what is being billed such as DCA tracking the Reimbursable WBS Elements to match the Cost Center structure. This was to provide ease of traceability to the organizations which are being covered by DCA reimbursable program.
- Provide funding to other entities via the Direct Charge process.
- Track costs of CE2T2 training exercises – the different 7097.01 CE2T2 related exercises are listed in the



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Attribute 1 field (e.g. EX4NK - Inferno Creek) for the year the exercise is performed (e.g. 4 represents the FY14 portion of the exercise.) As such WBS Elements are created each year (i.e. not rolled over) to ensure that a distinct WBS Element exist for the year of execution for the exercise.

- Track costs of FCAs – large portions of the effort supported by USARCENT is related to supplemental efforts which requires tracking the costs to an FCA code such as F1201 – Operation Enduring Freedom.
- Track costs of operations for regions within Afghanistan by Region by BCT Role – WBS Elements are structured to have a separate project by RC (e.g. S.0002914 RC-E) and then levels within the Project code to reflect the Role being performed (e.g. S.0002914.4 RC-E 4 BCT SF, and then children by the BN within the BCT role).
- Track costs of Forward Operating Bases (FOBs)/Camps – specific WBS Elements are generated to capture the costs of locations (e.g. Camp Eggars BaseOps, or RC-W FARAH BaseOps within the RC-W project structure).
- Track costs of LOGCAP program – tracking to the difference for LOGCAP activities in the North versus South, via the description.
- Track costs of Official Representation Fund (ORF) limit – since these ORF costs are associated with a particular Funded Program specific to the Limit.
- Track costs by Country by Function/Sub-Function – such as Sustainment Logistics versus Sustainment Facilities by Country such as Bulgaria.

4.5 Statistical Key Figures (Non-Financial Measures): Command Usage

USARCENT does not utilize SKF's for reporting and/or allocation purposes except outside of the Army-wide SKF's defined in Table 5—2 below to support interfaces such as GCSS-Army. Examples of AMMO-related SKF's as listed:

Table 4—2: Sample of SKF's Utilized

Statistical Key Figure	Unit	System Description
WSKV	EA	FA AMMO SPT VEH (FAASV), G801, XM922
WSP4	EA	HVY EXP MOBIL AMMO TLR (HEMAT) M989, M98
WSY1	EA	OTHER ARTILL AMMO NOT SPECIFIC LISTED AB
WSY6	EA	COMPO FOR CONVENTION AMMO MAINT & RENOVA
WSYV	EA	OTHER TANK & ARMORED VEHGUN AMMO

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.

4.6 Cost Elements: Command Usage

USARCENT does use Secondary Cost Elements as shown below in Table 5—3, 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 4—3: USARCENT Secondary Cost Element

Secondary Cost Element Code	System 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

4.7 Business Processes: Command Usage

Currently the USARCENT Cost Model uses the following business processes to track cross-functional business activities or activity-based costing:

- Budget: Monitor the execution IAW program requirements and budget submission.
- Maintenance of BaseOps: Not currently using the ISR model but working with HQDA G9 to develop / Utilize GFEBS to track maintenance (ISR-I).

4.8 Real Property: Command Usage

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

4.9 Attributes (Custom Fields): Command Usage

Currently, USARCENT is using several Custom Attribute Fields added to the base SAP master data elements of Cost Centers, Internal Orders and WBS Elements:

- Attribute 1 – Exercise codes to be tracked for CE2T2 Funding.
- FCA – tracking FCA codes issued for tracking of Hurricanes and other events.
- Country – tracking which Nation is receiving the benefit of the support effort (e.g. Kuwait, Afghanistan) or which NATO Nation provided the funding (e.g. Germany), see Table 4—4 for Sample Country Codes.
- Region – tracking RC's (e.g., RC-East vs. RC-West), see Table 4—5 for Region Codes defined.
- Program codes – initially set up for UARCENT to track common items for reporting. These have not been



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populated on current USARCENT cost objects and should be reviewed to see if they can be updated to reflect the standardized Function/Sub-functions being tracked for supporting the transparency of the NATO funding.

Table 4—4: Sample of Country Codes

Country Code	Name	Nationality	Long name	Nationality (Long)
AE	Utd. Arab Emir.	Unit. Arab Emir.	United Arab Emirates	United Arab Emirates
AF	Afghanistan	Afghan	Afghanistan	Afghan
BA	Bosnia-Herz.	Bosnian	Bosnia and Herzegovina	Bosnian-Herzegovinian
BH	Bahrain	Bahraini	Bahrain	Bahraini
CS	Serbia/Monten.	Serbian/Monten.	Serbia and Montenegro	Serbian; Montenegrin
DE	Germany	German	Germany	German
DK	Denmark	Danish	Denmark	Danish
EG	Egypt	Egyptian	Egypt	Egyptian
EU	European Union	—	European Union	—
FI	Finland	Finnish	Finland	Finnish
HR	Croatia	Croatian	Croatia	Croatian
IL	Israel	Israeli	Israel	Israeli
IQ	Iraq	Iraqi	Iraq	Iraqi
IR	Iran	Iranian	Iran	Iranian
KW	Kuwait	Kuwaiti	Kuwait	Kuwaiti
QA	Qatar	Qatari	Qatar	Qatari
RU	Russian Fed.	Russian	Russian Federation	Russian
SA	Saudi Arabia	Saudi Arabian	Saudi Arabia	Saudi Arabian
SY	Syria	Syrian	Syria	Syrian

Table 4—5: Region Codes for USARCENT

Region ID	Region Name	Personnel Area	Personnel Area Text
5	AR-CAPITAL	8A	ARCENT
6	AR-EAST	8A	ARCENT
7	AR-NORTH	8A	ARCENT
8	AR-SOUTH	8A	ARCENT
9	AR-SOUTHWEST	8A	ARCENT
10	AR-WEST	8A	ARCENT

5 Planning Execution

USARCENT currently does not utilize Cost Planning capabilities.



6 Capturing Actuals

6.1 Payroll

USARCENT 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, USARCENT maintains the HR LOA within ERPs and requests updates to the FMDERIVE related business rules necessary for payroll to post against the correct funding. USARCENT 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 currently comprises a portion of USARCENT's supporting command's overall cost of operations. Payroll for Military (MILPAY) is managed and paid from a centralized HQ's 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 payroll will eventually be aligned to the benefiting command, such as TRAC to offset the labor costs charged from organizations to products/services.

Local National Payroll (i.e., 6100.2880) is captured within the USARCENT cost model only for USMTM and directly against the FMS-related WBS Elements necessary to support billing.

6.2 Labor Tracking

USARCENT does not track Civilian labor hours daily to products/services command wide; only to support USMTM FMS activities. Specifically, USARCENT tracks Civilian labor hours within the Defense Automated Time Attendance and Production System (DATAAPS) uploaded through the MTT (Manual Time Tracking) process. Productive hours are posted from the organizational Cost Center to both a STAT IO for the Facility (i.e., 12000124 – GRANTITE TEST RANGE) utilized to perform the work effort, and to a WBS Element representing what the work effort was for (e.g. internal project or customer). When tracking non-productive time such as leave, holiday etc., the hours are posted to the organization's Cost Center and posted to a STAT IO for Non-Facility (i.e., 12000462 – NON-FACILITY), to ensure consistent tracking to multiple cost objects at all times. Secondary Cost Elements, either budget or non-budget related (i.e., 9300.0100 – LABOR CHARGE – REG) are utilized to transfer the cost of labor from Cost Center/Activity Type to Internal Orders and/or WBS Elements.

USARCENT is tracking Military Labor is not billed out through this process even if the receiver is for a reimbursable WBS Element. Military hours tracked to work efforts are associated with corresponding indirect costs related to supporting the Military resource's work efforts (e.g. computer/network costs, management oversight costs, etc.).

Secondary Cost Elements, either budget or non-budget related (i.e., 9400.0100 – CIV LABOR-NBR) are utilized to transfer the cost of labor from Cost Centers/Activity Type to Internal Orders and/or WBS Elements.

USARCENT does receive the benefit of Labor charges associated to an activity performed against Direct Charge related WBS Elements. Therefore, USARCENT entities should understand the Secondary Cost Elements related to Labor Activity Types to understand the charges they receive from other supporting organizations (e.g. ATEC EPG providing support for a USFOR-A Direct Charge related WBS Element).



6.3 Non-labor Resource

USARCENT'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.

6.4 Depreciation

USARCENT receives depreciation postings for capital equipment tracked within the Property Book Unit Supply Enhanced (PBUSE) system since PBUSE subsumed by GCSS-Army. PBUSE/GCSS-A interfaces with GFEBS to provide all transactional data to financially reflect the capital equipment acquisitions, destruction, lost and transferred.

GFEBS utilizes the asset transactions in conjunction with depreciation schedules or equipment usage data received from Operating and Support Management Information System (OSMIS) to determine the Usage-Based Depreciation to post as the non-budget relevant cost of the equipment associated to each Organization or Unit (Cost Center).

7 Perform Allocations/Cost Assignments

Various kinds of Allocations/Assignments are supported within the Cost Model and USARCENT utilizes allocation related Cost Elements to support billing only and not for identifying indirect overhead of support activities. For example, ASG Kuwait responsible for the DCA effort utilizes 9100.0100 Labor Allocation – BR, to move the organizational costs from the Cost Centers to REIM related WBS Elements for billing.

8 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, USARCENT does not have any external systems that need to be imported as cost drivers for allocations.

9 Reporting (Metrics & Performance)

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



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Table 9—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.	Not currently available
Command Auditability Review System	Maintains oversight of audit requests and audit sampling.	Audit Factors System (AFACT)
CAER	Periodic financial management report. Metrics set at DASA-FO for all MACOMS, ASCCs and DRUs to aid in the management of financial information.	GFEBs BI and ECC reports
Spend Plan Goals	Meeting straight line execution expectations and 80% execution goal by EOM July	GFEBs BI and ECC reports
BLS Contract COR Observations / Inspections	ARCENT Provides Base Life Support contracts to provides basic required services at forward operating sites, enduring locations, and austere sites used for US Army and Partner Nation Exercises in the CENTCOM AOR. Contracting Offer Representatives are used to ensure services are provide IAW the contract statement or work or performance work statement.	Technical A Packages (TECH A)
Burn Rates	The monthly rate at which a contractor's funds are expended during the period of the contract.	GFEBs BI and ECC reports



9.1 Future Cost Objectives

The initial ERP fielding activities identified several other cost future objectives for USARCENT. DASA-CE in conjunction with USARCENT's review of the benefit of understanding the future cost opportunities are outlined below. The table below highlights the future objectives extracted from USARCENT's SIPOC¹ workshops:

Table 9—2: USARCENT's Future Objectives

Future Objective ID	Command Name	Cost Information	Description
ARC_FO_001	USARCENT	GFEBs SOF	Perform a comparative analysis of daily operation changes. Standardized reports showing a day-to-day change in execution, potentially weekly, monthly, quarterly, and ad hoc.
ARC_FO_002	USARCENT	GFEBs report	System Field to reflect attached documents on the obligation number - additionally can simplify audit requirements
ARC_FO_003	USARCENT	Automatic reporting	Establish repeating reports to export for users on a consistent basis. Saves the team from having to enter the system and manually process the report, download, modify and distribute. Highly customized BOBJ report.
ARC_FO_004	USARCENT	Hard stop for Audit	System hard stop that will not allow fund certification without system verifying that key supporting documents (KSDs) are uploaded and attached to document
ARC_FO_005	USARCENT	Built in Help Guide	Step-by-step guide within the t-code additionally a more intuitive user interface to prevent the memorization of specific t-codes and enable a more streamlined workflow for the user.
ARC_FO_006	USARCENT	GFEBs Status of fund layout	Remove Travel advance column from standard BI reporting to save users from having to remove it manually each time.

¹ SIPOC is an abbreviation that represents Suppliers, Inputs, Processes, Outputs and Customers for understanding the relationships and workflow in an operational environment.



Future Objective ID	Command Name	Cost Information	Description
ARC_FO_007	USARCENT	Basic Life Support	Basic Life Support cost is dictated on services based operational needs. Some services that could be requested are Billeting, DFAC Services, Waste Disposal, Laundry Services, Shower/Latrine Services, Dumpster/Trash Removal, HAZMAT Services, Bulk Water and Wastewater Services, Gym and Fitness, Services, Janitorial Services, Barber Services, and Animal and Pest Control/Removal to name a few.
ARC_FO_008	USARCENT	Funded Program Tolerance	Enable a built-in tolerance onto Funded Program to create a holding/parent Funded Program. This would allow parameters to be established showing the threshold, the allowable overage (% or \$) and cite the other higher-level FP that will be drawn from to cover the overage.

9.1.1 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



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

Table 9—3: USARCENT's Pain Points & Mitigation

Pain Point ID #	Command	Costing Pain Point	Explanation	Pain Point Rating	Type	Future Objective ID	Mitigation
ARC_PP_001	USARCENT	GCSS-A transactions not flowing into GFEBS	Can be cancellations as well as turn-ins. Manual input required to ensure proper posting in GFEBS. The process flows properly in GCSS-Army, but it does not consistently interface financial impact back to GFEBS.	Must Have	System Interface	N/A	Current State: Manually checked and manually recorded in GFEBS if transaction does not flow and post properly. Provide Helpdesk ticket for each occurrence. Future State: Status Quo EBS-C: Have the proper flow.



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Pain Point ID #	Command	Costing Pain Point	Explanation	Pain Point Rating	Type	Future Objective ID	Mitigation
ARC_PP_002	USARCENT	Basic Life Support Requirements	ARCENT is currently providing Basic Life Support (BLS) at multiple locations in CENTCOM AOR. The Staff and the requiring activities are conducting analysis and making significant reductions. This reduction will be applied to operations for BLS based on MDEP constraints.	Must Have	Staffing	ARC_FO_007	<p>Current State: Given the fact that these are enduring locations (Forward Operating Sites, not Installations) USARCENT is required to provide the installation service support (BLS) and fund this out of our base budget. IMCOM does not support FOSSs.</p> <p>Future State: Underfunded. The cost of doing business in the CENTCOM AOR is very expensive.</p> <p>EBS-C: USARCENT is looking to reduce some of the services provided at these enduring locations (i.e. reduce the number of DFACs, this will force Soldiers and Civilians to possibly need to travel a little further to get to a DFAC and need a little more time for lunch; eliminate MWR services; etc.)</p>



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Pain Point ID #	Command	Costing Pain Point	Explanation	Pain Point Rating	Type	Future Objective ID	Mitigation
ARC_PP_003	USARCENT	Defense Cooperation Agreements	There is currently a holding account at Dept of Treasury for each DCA but the balance is not reflected in GFEBS. Transactions in GFEBS that consume funds from the holding account do not have the visibility of the current balance of holding account at Treasury at any given time.	Must Have	Data Availability	N/A	Current State: Manually compare GFEBS execution numbers against Funding Authorization Documents (FADs) and Treasury balance reports to determine the current state of the Holding Account. Future State: Status Quo EBS-C: Develop the interface with Treasury holding accounts
ARC_PP_004	USARCENT	Maintaining CC to MTOE/TDA relationships	Due to updates and changes in the command structure, the matching between cost centers and MTOE/TDA has not kept up.	Should Have	Data Accuracy	N/A	Current State: Manual reconciliation between the CC master data against the MTOE/TDA documents Future State: Status Quo EBS-C: TBD
ARC_PP_005	USARCENT	Large Contracts for theater not easily allocated to various locations	Theater level of contracts (large contracts) that were acquired for the whole of theater, but then the costs of individual locations cannot be broken out and allocated.	Could Have	Other	N/A	Current State: Costs allocated manually for reporting purposes. No systemic way to be able to split these among the various locations. Future State: Status Quo EBS-C: TBD



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Pain Point ID #	Command	Costing Pain Point	Explanation	Pain Point Rating	Type	Future Objective ID	Mitigation
ARC_PP_006	USARCENT	Primary Cost Elements	Experience level of the user will depict this pain point, at times too many Primary CEs which can result in the wrong one being chosen, other times too few where it cannot be specific enough for the analyst.	Must Have	System, Other - Regulations	ARC_FO_005	Current State: Analysts have ability to pick CI which drives PCE. Some CIs are clear fits, others have ambiguity allowing for potentially misleading data. Currently checked manually and based on user experience. Pick list includes 1000s of options and difficult to search with no system validation for correctness. Future State: Status Quo EBS-C: TBD
ARC_PP_007	USARCENT	User Interface	Simplified user interface among the various modules. Ensure the various interfaces have a standard requirement and terminology where like fields can be entered the same way and are displayed with the same terminology.	Must Have	User Interface	ARC_FO_005	Current State: None other than experience to know the various uses for the same term in GFEBs. Future State: Status Quo EBS-C: TBD



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Pain Point ID #	Command	Costing Pain Point	Explanation	Pain Point Rating	Type	Future Objective ID	Mitigation
ARC_PP_008	USARCENT	Export Capabilities	Interfaces with our Microsoft Office applications - downloading to MS Excel needs to be smoother. Current workaround is to export the report, open through TEAMS to then covert the file and then save in an updated file version of Excel.	Must Have	System, User Interface	ARC_FO_005	Current State: Current workaround is to export the report, open through TEAMS to then covert the file and then save in an updated file version of Excel. Future State: Status Quo EBS-C: TBD
ARC_PP_009	USARCENT	Currency Fluctuations in theater not part of central FLUX afforded to other commands	Other currencies have a centralized FLUX account to capture currency fluctuations driven by the exchange rate. The currencies in the CENTCOM theater are not a part of the central flux account that the Army utilizes and therefore ARCENT has to manage this locally.	Must Have	Other - Policy/Regulation	N/A	Current State: Recorded in GFEBs in USD but converted manually at point of transaction to account for exchange rates between the currencies. Future State: Status Quo EBS-C: TBD



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Pain Point ID #	Command	Costing Pain Point	Explanation	Pain Point Rating	Type	Future Objective ID	Mitigation
ARC_PP_010	USARCENT	Document Retention	Difficulty keeping the records associated with DRCH WBS Elements. These reimbursable agreements require signatures from both the performing and requesting organizations. There is not a good location to house these documents systemically making keeping records in an environment of constant change of personnel challenging.	Should Have	System	ARC_FO_004	Current State: Lack of document retention forces users to research where personnel moved in order to find copies of those original documents. Future State: Status Quo EBS-C: TBD



10 Appendix A – References

10.1 Cost Management Supplemental Materials

Table 10—1: Cost Management Supplemental Materials

File	Description	Link
Cost Management Handbook Glossary	Cost Management glossary of terms, definitions, and acronyms.	CM Handbook (CAC Required)

END OF DOCUMENT