Army General Fund Enterprise Business System (GFEBS)

Presented to:
American Society of Military Comptrollers
PDI - Kansas City

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Deputy Assistant Secretary of the Army
(Financial Information Management)

30 May 2007
General Fund Enterprise Business System (GFEBS)

• Is Army’s principal financial transformation initiative

• Will integrate and process standardized financial and related non-financial data in real-time for the Army
  - Will provide reliable, relevant and timely data to Army leadership for making decisions in support of the Warfighter
  - Will comply with ~2,400 Federal Financial Management Improvement Act (FFMIA) requirements

• Provides a Web-based Enterprise Resource Planning (ERP) solution
  - An ERP system integrates data and processes from across an organization into a unified system
  - GFEBS uses SAP’s commercial-off-the-shelf ERP software

GFEBS will become the Army’s financial backbone
The Army Requires A Great Deal Of Resources

- $38 billion of inventory
- $120 billion in general property, plant & equipment
- $40 billion environmental liabilities

70 Brigade Combat Teams (BCT)
- 42 Active BCT
- 28 USARNG BCT

- 200 Support Brigades
  - Active, USARNG and USAR
  - Multifunctional, e.g., Combat Aviation, Sustainment
  - Functional, e.g., Engineer, Military Police, Signals

- 482,000 Active Soldiers
- 350,000 National Guard Soldiers
- 205,000 Army Reserve Soldiers
- 229,000 Civilians

- 10,000 Major Items of Equipment
- 300,000 Spares and Repair Parts (Army)

250 Installations With Thousands Of Facilities

Army budget $200 billion annually
The Army Is A Steward of the Public Trust

Army budget $200 billion annually

Budget Formulation “request for money”

Budget Execution “spend the money”

Budget Requests And Expenditures Need To Be Tied Together

- Budget expenditures must focus on managing costs
- Budget justifications must use expenditure and output data
Why GFEBS?
Current Environment Deficiencies

Deficiencies include:
• Little or no linkage between expenditures and outputs
• Lack of visibility of total “program” cost at all levels
• Limited experience basis for formulating programs/budgets or planning/decision making
• High rework rate for financial processes drives costs
GFEBS System Evolution

Description - SV-8

- Eighty-seven systems to be subsumed by GFEBS
  - 36 in R1.2 and R1.3
  - 51 in R1.4
- Ten systems will be the subject of further business case analysis

09/13/16

ASA(FM&C)
GFEBS
Anticipated Outcome

- Replace 80% of the current overlapping and redundant functionality in the Army’s financial portfolio
- A universal system that provides a single authoritative source of the Army’s financial management information
## GFEBS Release Strategy

<table>
<thead>
<tr>
<th>Release</th>
<th>Scope</th>
<th>Description</th>
<th>Start Date</th>
<th>Completion Date</th>
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<tbody>
<tr>
<td>1.1</td>
<td>Ft. Jackson</td>
<td>Technology Demonstration for real property at IMA garrison</td>
<td>May 2005</td>
<td>June 2006</td>
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<tr>
<td>1.2</td>
<td>Ft. Jackson</td>
<td>Full capability at IMA garrison</td>
<td>June 2006</td>
<td>October 2008</td>
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<tr>
<td>1.3</td>
<td>Army-wide</td>
<td>Fielding at all STANFINS locations, including Guard and Reserves</td>
<td>November 2007</td>
<td>October 2010</td>
</tr>
<tr>
<td>1.4</td>
<td>Army-wide</td>
<td>Fielding at all SOMARDS locations</td>
<td>June 2008</td>
<td>October 2010</td>
</tr>
</tbody>
</table>

- GFEBS is implemented in four releases to reduce risk and allow for up-front initial capability in the field
- Release 1.1 was completed at Ft. Jackson in June 2006; future releases build upon this release
- Release 1.2 identifies all GFEBS requirements and incorporates them into a global design
# GFEBS Schedule -- Incremental Development And Deployment

## Milestones 

### MS A - Milestone A
- IOC - Initial Operational Capability
- OTRR - Operational Test Readiness Review

### MS B - Milestone B
- FOCR - Full Operational Capability

### MS C - Milestone C
- LUT - Limited User Test

## Contracts

- SI Award

## Incremental

### Release 1.1
- Technology Demonstration
- (Real Property) at IMA Garrison.

### Release 1.2
- Full capability at one IMA Garrison.

### Release 1.3
- Full capability at one installation including Guard & Reserves.
- Fielding at all STANFINS locations.

### Release 1.4
- Replace SOMARDS at one installation.
- Fielding at all SOMARDS locations.

## Release 1.5
- Technological Development Phase
- System Development & Demo
- Production & Deploy/Ops & Support Phase

## Timeline

<table>
<thead>
<tr>
<th>Year</th>
<th>FY05</th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
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<td>4</td>
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</tbody>
</table>

## Common Design (All Releases)

- PLAN
- ANALYZE
- DESIGN
- BUILD
- TEST
- SUPPORT
- DEPLOY
- IOT&E
- OA
- Go Live

## Release 1.6
- IMA Garrison

## Release 1.7
- Technology Development Phase
- System Development & Demo
- Production & Deploy/Ops & Support Phase

## Release 1.8
- FOC

## Release 1.9
- Technology Demonstration
- (Real Property) at IMA Garrison.

## Release 1.10
- Full capability at one IMA Garrison.

## Release 1.11
- Full capability at one installation including Guard & Reserves.
- Fielding at all STANFINS locations.

## Release 1.12
- Replace SOMARDS at one installation.
- Fielding at all SOMARDS locations.
Applying the Accenture Delivery Methods (ADM)

Plan
- Organize the project into a series of releases and determine the goals, scope, and high-level requirements of each release

Analyze
- Develop a baseline of product requirements and perform a fit/gap analysis to determine reports, interfaces, conversions, extensions, and forms

Design
- Develop the detailed functional designs that guide the configuration of the SAP software

Build
- Build the technical configuration of the software and refine the integration points so they are concrete and detailed

Test
- Perform testing of the product to ensure the components work properly when integrated

Deploy
- Completes the tasks needed to deploy the application to the users and transition the GFEBS management responsibilities to the support unit
## GFEBS Development Method

### Current Status

We are here

<table>
<thead>
<tr>
<th>PLAN</th>
<th>ANALYZE</th>
<th>DESIGN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refine Business Case and Metrics</td>
<td>Analyze Business Processes</td>
<td>Design Configuration</td>
</tr>
<tr>
<td>Refine Sponsor Goals and Expectations</td>
<td>Identify Application Requirements</td>
<td>Plan Application Test</td>
</tr>
<tr>
<td>Define High Level Requirements</td>
<td>Assess Process Gaps</td>
<td>Develop Prototype and Conduct</td>
</tr>
<tr>
<td>Assess Current Capabilities</td>
<td>Define RICEF Inventories</td>
<td>Conference Room Pilot</td>
</tr>
<tr>
<td>Define Solution Blueprint</td>
<td>Analyze Integration Solution</td>
<td>Design Data Conversion</td>
</tr>
<tr>
<td>Define Delivery Strategy</td>
<td>Define Application Architecture</td>
<td>Design Integration Solution</td>
</tr>
<tr>
<td>Confirm Project Scope</td>
<td>Define Technical Architecture</td>
<td>Select and Design Development</td>
</tr>
<tr>
<td>Transition Plan Phase</td>
<td>Assess Technical Architecture Gaps</td>
<td>Environment</td>
</tr>
<tr>
<td></td>
<td>Assess Current Performance</td>
<td>Select and Design Execution</td>
</tr>
<tr>
<td></td>
<td>Analyze Communication Needs</td>
<td>Environment</td>
</tr>
<tr>
<td></td>
<td>Analyze User Roles</td>
<td>Select and Design Operations</td>
</tr>
<tr>
<td></td>
<td>Define Solution Blueprint</td>
<td>Environment</td>
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<tr>
<td></td>
<td>Transition Analyze Phase</td>
<td>Design Roles, Jobs, Teams</td>
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<td></td>
<td>Design Training</td>
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<td></td>
<td>Design Performance Support</td>
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<td></td>
<td>Plan Communications</td>
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<td>Transition Design Phase</td>
</tr>
</tbody>
</table>
GFEBS
Functional Organizational Structure

Program Director

Functional IPT Leads

Cross Integration

Master Data

Funds Mgmt Budget/Formulation

Plant, Property & Equipment

Spending Chain

Reimbursables

Cost Management

Financials
Release 1.2 Status
By Functional Integration Process Team

- **Funds Management / Budget Formulation**
  - Budget Formulation is below HQDA level
  - Funds Management of General Funds

- **Property, Plant and Equipment**
  - Real Property, Maintenance, Equipment/Assets, Environment Liabilities

- **Spending Chain**
  - Initiate purchase requisition and check funds, record obligation, manage goods and services receipts and process disbursement
  - Logistics integration / inventory management

- **Reimbursables**
  - Execute order management
  - Process accounts receivable

- **Cost Management**
  - Full Costing Focused on Brigades, Starting with IMCOM Services / SSP’s
  - Payroll & Travel Interfaces

- **Financials**
  - General ledger accounting (USSGL)
  - Workflow Journal Voucher Approval Process
  - Financial Statement reporting to departmental level
  - Month end/ Year End Closing Process
Subject Matter Expert Participation by Organization

- ACSIM (8)
- AEC (2)
- AMC (9)
- AMCOM (1)
- ARDEC (4)
- ACA (1)
- ARNG (13)
- ASC (1)
- ATC/DTC (15)
- ATEC (12)
- CAC (1)
- CE-LCMC (1)
- CMA (2)
- DASA-BU (2)
- DASA-CE (4)
- DASA-FIM (3)
- DASA-FO (7)
- DFAS (34)
- DPG (1)
- DSADC (1)
- FORSCOM (3)
- GCSS-Army (3)
- IMCOM (19)
- IMPC-FWA (1)
- IMC (1)
- LOGSA (2)
- MEDCOM (18)
- NETCOM/ASCG8 (1)
- OA-22 (3)
- OACSIM (5)
- OSD (4)
- PEO M&S (1)
- PEO-AVN (1)
- PEO-EIS (4)
- PEO-MS (2)
- PLM+ (2)
- PMLIS (7)
- PMLMP (3)
- RDECOM (7)
- RTTC (1)
- SATFA (1)
- TACOM (6)
- TMA (5)
- TRADOC (8)
- USA Finance School (1)
- USACE (8)
- USAR (3)
- USAREUR (4)
- USASAC (2)

Appreciate the participation!
CONCLUSION

GFEBS will improve:

- Planning, Programming and Budgeting through use of actual experience data – financial and output
- Execution by fostering cost management and “best practices”
- Funds management by providing real-time information on funds execution
- Business processes by eliminating a large number of legacy systems thus savings:
  - Millions of dollars in support and
  - Thousands of hours in data entry, transfer and validation

GFEBS will supply knowledge-based information for decisions on providing and sustaining trained and ready land forces
GFEBS Project Office

A collaborative team of PEO-EIS and ASA (FM&C)
Back up
## GFEBS Development Method

### Future Work

<table>
<thead>
<tr>
<th>PLAN</th>
<th>ANALYZE</th>
<th>DESIGN</th>
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<tbody>
<tr>
<td><strong>BUILD</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build Master Configuration</td>
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<tr>
<td>Perform Detailed Technical Design</td>
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<tr>
<td>Plan Component Test</td>
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<tr>
<td>Build and Test Application Components</td>
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<tr>
<td>Install and Build Execution Environment</td>
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<tr>
<td>Install and Build Operations Environment</td>
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<tr>
<td>Develop Support Materials</td>
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<tr>
<td>Integrate with Existing Human Resource Programs</td>
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<tr>
<td>Transition Build Phase</td>
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<tr>
<td>Establish Architecture Interoperability and Integration Process</td>
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<tr>
<td>SALE-SAFE Interoperability/Integration Support and Army Cross Domain Support</td>
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<tr>
<td>Build – Operational Views</td>
<td></td>
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<tr>
<td>Build – System Views</td>
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<tr>
<td>Architectural Compliance</td>
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<table>
<thead>
<tr>
<th>TEST</th>
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<tbody>
<tr>
<td>Prepare for Performance Test</td>
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<tr>
<td>Prepare for User Test</td>
</tr>
<tr>
<td>Prepare and Execute Assembly Test</td>
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<tr>
<td>Perform Mock Conversion</td>
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<tr>
<td>Cleanse Existing Data</td>
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<tr>
<td>Prepare and Execute Product Test</td>
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<tr>
<td>Develop Performance Support Materials</td>
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<tr>
<td>Update Training Standards</td>
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<tr>
<td>Develop Communication Materials</td>
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<tr>
<td>Test Training and Performance Support Materials</td>
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<tr>
<td>SALE-SAFE Interoperability/Integration Support and Army Cross Domain Support</td>
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<tr>
<td>Build – Operational Views</td>
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<td>Build – System Views</td>
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<tr>
<td>Architectural Compliance</td>
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<thead>
<tr>
<th>DEPLOY</th>
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<tbody>
<tr>
<td>Prepare and Execute User Test</td>
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<tr>
<td>Install and Build Operations Environment</td>
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<tr>
<td>Integrate with Existing Human Resources Programs</td>
</tr>
<tr>
<td>User Training and Performance Support Convert Data</td>
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<tr>
<td>Prepare and Execute Performance Test</td>
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<tr>
<td>Assess Deployment Readiness</td>
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<td>Conduct Operational Assessment</td>
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<td>Transition Deploy Phase</td>
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<td>Authorize Deployment</td>
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<td>SALE-SAFE Interoperability/Integration Support and Army Cross Domain Support</td>
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<tr>
<td>Build – Operational Views</td>
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<tr>
<td>Build – System Views</td>
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</tbody>
</table>
Business Process Changes Yield Benefits

Current Process

Benefits
• real-time execution data
• cost management
• integrates outcomes/outputs/performance
• reliable data limits reconciliation
• single system
• direct charge for intra-Army payments
• integrates program, budget and execution data
• institutes internal controls

Future Process

Single system
Multiple systems
Current Business Process
For Real Property

1. Budget planned in IFS
2. Budget approved in PROBE
3. Budget distributed in PBAS To IMA-Online
4. Funds committed in IMA-Online
5. Work order submitted in IFS
6. Obligations recorded in STANFINS
7. Invoices received in CAPS
8. Disbursements performed in SRD-1
9. Property recorded in IFS
10. Financials reported in DDRS

<table>
<thead>
<tr>
<th>System</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>IFS = Integrated Facility System</td>
<td>Assistant Chief of Staff for Installation Management</td>
</tr>
<tr>
<td>PROBE = Program Optimization and Budget Evaluation</td>
<td>Assistant Secretary of the Army, Financial Management &amp; Comptroller</td>
</tr>
<tr>
<td>PBAS = Program Budget Accounting System</td>
<td>Defense Finance Accounting Service</td>
</tr>
<tr>
<td>STANFINS = Standard Finance System</td>
<td>Installation Management Agency</td>
</tr>
<tr>
<td>CAPS = Computerized Accounts Payable System</td>
<td>Defense Finance Accounting Service</td>
</tr>
<tr>
<td>SRD-1 = STANFINS Redesign-Subsystem 1</td>
<td>Defense Finance Accounting Service</td>
</tr>
<tr>
<td>DDRS = Defense Departmental Reporting System</td>
<td>Defense Finance Accounting Service</td>
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GFEBS Business Process
For Real Property -- From Tech Demo

1. Budget planned in IFS (future capability)
2. Budget approved in PROBE (future capability)
3. Budget distributed in GFEBS
4. Funds committed in GFEBS
5. Work order submitted in GFEBS
6. Obligations recorded in GFEBS
7. Invoices received in GFEBS
8. Disbursements performed in GFEBS
9. Property recorded in GFEBS
10. Financials reported in GFEBS