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# Developing Systems in a Changing Environment: An Army Example

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**DEVELOPING SYSTEMS IN A CHANGING ENVIRONMENT: AN  
ARMY EXAMPLE**

**Published: 1 May 2005**

**by**

**William Lucyshyn**

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# Developing Systems in a Changing Environment: An Army Example

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**Presenter: William Lucyshyn**, is the Director of Research and a Senior Research Scholar at the Center for Public Policy and Private Enterprise in the School of Public Affairs at the University of Maryland. Previously, Mr. Lucyshyn served as a program manager and the principal technical advisor to the Director, Defense Advanced Research Projects Agency (DARPA), on the identification, selection, research, development, and prototype production of advanced technology projects. Prior to this appointment, Mr. Lucyshyn completed a 25-year career in the US Air Force serving in various operations, staff, and acquisition positions. Mr. Lucyshyn received his Bachelor Degree in Engineering Science from the City University of New York and his Master's Degree in Nuclear Engineering from the Air Force Institute of Technology.

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## Abstract

The first Gulf War revealed fundamental weaknesses in the Army's vast and complex logistics network. These flaws led to a lack of timeliness and inefficiency in delivering supplies, repair parts, and equipment to the units that needed them. Recognizing the need to adopt the best practices of private-sector supply-chain management, the Department of Defense (DoD) and Army leaders began strategic planning efforts directed toward logistics reform. Principal targets for reform were the Army's 30-year-old logistics information-management systems.

In August of 1997, the Army's Communications and Electronics Command (CECOM) at Fort Monmouth, NJ—the organization responsible for these antiquated systems—received direction, “to explore alternatives to modernize the wholesale logistics processes and associated information technology.” During the following two years, a dedicated LMP team accomplished detailed analysis, planning, and coordination culminating in the award of a performance-based contract that outsourced Army logistics functions to a private firm: Computer Sciences Corporation (CSC).

The management team has faced many significant management challenges that include: intense Congressional scrutiny, strong opposition from the government employee union, the necessity of working with many different stakeholders, technical challenges, and changing requirements. LMP provides an excellent case for exploring the various issues involved with public-sector strategic-planning efforts in general, and with outsourcing and performance-based contracting in particular.



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