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29 June 1987

MEMORANDUM FOR THE RECORD

STAT FROM:

SUBJECT: More on OL Views of BARS/CLAS

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1. I met briefly with [ ] today and got some additional feedback on BARS/CLAS. He indicated that the October 1988 target date seemed to be increasingly unlikely given the slippage that had already occurred with the loading of the 1.2 packages. He said that he still favored an all-up implementation rather than a phased approach but he had not closed his mind on the latter method. He noted that full funds control appeared to be essential to the system and that without that capability there would be an excessive number of interfaces and bridge programs required to FRS.

2. He said that in his discussions with John Ray that it was agreed that it would be well to leave the project direction in the
STAT hands of OIT. [ ] said that he had raised with [ ]
STAT the suggestion that [ ] work full time at
STAT [ ] with the majority of the members of the CLAS teams.

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3. [ ] said that Newsome of Cullinet had recently indicated that Funds Control would not be an overlay of the 1.3 packages as originally envisioned but would only operate with the 1.3 programs. Newsome also said that the schemas (i.e. descriptions of the databases) of versions 1.2 and 1.3 are so different that it would probably take at least four months to migrate from one to the
STAT other. For this reason, [ ] has begun to explore with Cullinet the possibility of getting a "vanilla" version of 1.3 as soon as possible so the prototyping efforts of the CLAS teams would be of maximum value. It seems that Cullinet is not likely to accommodate us on this request to get the benefits of being a beta site without also agreeing to provide the test time and structured feedback.

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4. [ ] felt that the recent sessions with OIT had cleared the air and he urged me to explore what Finance had garnered from its
STAT meeting with OIT last week when [ ] met with [ ]
STAT [ ] believes that OIT can indeed serve as a kind of arbitrator between Logistics and Finance and that is the reason he had initially proposed that an OITer serve as Project Director. He said that OIT now appeared to acknowledge that the implementation planning group was premature and he expected some change in the mechanics of project planning and direction over the next few weeks.

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   5. Later on I chatted with [          ] who had a number of
similar points to make about the BARS/CLAS project. [        ] noted
that the earlier attempt to work out a poor-man's version of funds
control using the capabilities of the 1.2 version of Purchasing had
come a cropper because the functionality within the Cullinet
software had never been fully developed.  Moreover with the drive to
come out with Funds Control as soon as possible, Cullinet was not
interested in "enhancing" its 1.2 programs.

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   6. [        ] said that Bureau of Prisons is slated to get the beta
version of 1.3 this July and will get a beta version of Funds
Control at about the same time.  An updated beta version of Funds
Control is due out in March, 1988.

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   7. [        ] said that a question and answer session focused on
the account key to be used on 1.3 is scheduled for 0930 on 1 July in
the CSC conference room in the Tycon II building.  He said he would
see about getting me invited to that session.

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9 June 1987

BARS CLAS

OVERVIEW

The Budget and Accounting Resources System (BARS) is designed to replace the present budget tools, BRS and FRS, as well as the major accounting systems, FRS and GAS. While BARS is designed to make maximum use of commercial off-the-shelf software and IBM 3270PC-AT technology, the ABF segment was programmed in-house using a Cullinet designed programming language, Application Development System On-line (ADSO). For sites outside the Headquarters complex, the PCs will have to be Tempested. The 3270PCs are to be linked to the mainframe via the new PBX system.

BARS has three major modules. The Office Budget Formulation (OBF) is a PC-based system to assist each expenditure center in building its budget and in generating CPB forms. The principal function of OBF is to allow the components to enter projects, funds and positions for their projected budget, obtain reports of their draft plans, and then change the plan as necessary during the various cycles of the budget process. With each change, the totals are rolled up automatically and the CPB forms modified accordingly. OBF uses the Cullinet Goldengate system software and eventually will use other Cullinet software tools for uploading data. The Agency Budget Formulation (ABF) module is designed primarily for use by directorate budget staffs and the Comptroller. It can be used to rank budget initiatives and to prepare budget reports and special Comptroller spreadsheets. It can also be used to input projects, positions and funds; to query budget files on-line; and to produce batch reports at decentralized locations. Agency Budget Execution (ABE) will provide on-line real-time accounting of cash and advances to include funds availability. The Agency chart of accounts and general ledger will be converted to the Cullinet General Ledger package.

The Commercial Logistics Applications System is a successor to the LIMS (Logistics Integrated Management System) project that was redirected in mid 1985. In contrast to LIMS, which was planned to be designed and built to Agency specifications, CLAS is based upon commercial packages developed and maintained by Cullinet for the use of both private companies and governmental entities. The system is part of the OIT corporate data base concept and will eventually replace both ICS (Inventory Control System) and CONIF (Contract Information System). It is a joint project of the Offices of Logistics, Finance, and Information Technology.

The project is being developed under a combined prototyping, incremental approach and is divided into several different phases. There are four different teams working on CLAS (Inventory, Purchasing, Accounts Payable, and Technical). The Cullinet packages include Accounts Payable, Purchasing, Inventory Control, Bill of Material, and Order Entry.

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As of 24 March 1987, the BARS and CLAS projects have been combined into a single effort with the signing of a memorandum of agreement by the directors of Logistics, Information Technology, and Finance with the approval of the DDA. Under the terms of the MOA, the planned IOC is 1 October 1988. The three offices also agreed to conform to the capabilities of the acquired software to the maximum extent possible and to make joint decisions to the extent possible. Each of the three offices has a program manager and the overall project director is the Chief, Corporate Systems Development Division, Development Group, OIT.

Under the combined BARS CLAS project there are currently five separate teams: Logistics has a Manufacturing and a Purchasing team; Finance has a General Ledger and an Accounts Payable team; Information Technology has a Technical team that supports the other four functional teams. When Version 1.3 of Cullinet's Application Software becomes available, Finance will add a Funds Control team.

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Key Personnel: [                    ] CCSDDOIT, Project Director
DCIMSS, OL program manager
[                    ] CBASBFSD, OF program manager
[                    ] CBARSCLASCSDD, OIT program manager

The principal contractor is Cullinet. Other contractors include Computer Science Corporation and Quality Services Incorporated.

Estimated Total Cost: The Logistics budget for CLAS is $1 million per year for 1987 through 1990 but expenditures for 1987 are likely to be less than $.5 million, of which only $168,000 is the cost of the Cullinet logistics packages.

STATUS OF DEVELOPMENT

| | Original Plan | Current Plan |
|---|---|---|
| OBF Phase I (28 offices on system) | Jan 1987 | Mar 1987 |
| OBF Phase II (Remaining offices on) | Jan 1988 | Jan 1988 |
| ABF operational | Jan 1987 | Jun 1987 |
| ABE | Oct 1988 | Oct 1988 |
| CLAS IOC | Oct 1988 | Oct 1988 |
| CLAS FOC | 1990 | 1990 |

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ISAD ROLE

[        ] has played a more limited role since early March in both the budget development activities of BARS CLAS as well as in the resumption of system testing for the CLAS packages. One of the reasons for this reduced involvement was the budget audit in April and May; another was the status of the project itself -- a substantial amount of time in March and April was directed to system checkout associated with the loading of the CLAS packages and to the attempts to stabilize the ABF data base.

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[        ] has attended the four CCB meetings (described further below) and the ABF user training session on 3-4 June. As the CLAS packages are tested further, it appears likely that ISAD involvement will be expanded, and we are now seeking to identify a junior auditor who can become familiar with the BARS CLAS project.

### Status Report as of 5 June 1987

A Configuration Control Board was formed for the BARS CLAS project in early April and there have been four meetings of the CCB since then, the latest on 29 May. The purpose of the CCB is to provide overall review and policy direction for the project and to "ensure orderly life cycle management". The CCB is chaired by the project director and also includes the three program managers as voting members as well as three non-voting members (two from OIT, the Chief of the Corporate Database Staff and a representative of a component supporting OTS, and the Audit Staff representative). There is a working level group called the Engineering Review Board that reports to the CCB and deals with all the day-to-day problems and issues of system implementation. The ERB is chaired by the OIT program manager and includes as voting members not only the other program managers and the Audit Staff member but also the team leaders for each of the packages. The contractor who is serving as system integrator attends ERB meetings as an observer.

Thus far the CCB and ERB have concentrated on issues that were formerly dealt with under CLAS, but with the advent of the financial control system later this year (Version 1.3 of the Cullinet financial system which will enhance the capabilities of Version 1.2 which is currently being installed) there will be increased attention on the general ledger and the overall Agency accounting procedures. Budget formulation topics may command attention of both groups when the ABF system is brought on stream with the budget estimate cycle later this summer.

OBF

The OBF PC system has been extensively modified in the past several months so that the user application of the numerous procedures has been greatly simplified. An alphabetic summary of all the procedures has been created which provides a roadmap for the selection and use of each procedure. Moreover, a menu has been devised that invokes the correct procedures based on the response to a set of straightforward queries. To further assist the component budget officers, the appropriate data required from FRS for constructing the 1989 budget have been already extracted and loaded into the data tables required by the various procedures to automatically compute required inputs such as inflation effects and average grade. As the result of a number of questions raised by Communications officers who were testing the system, an OBF review board was formed to analyze and revise some of the processing instructions and steps.

ABF

There was a delay of some three months in the ABF implementation schedule caused by difficulties in stabilizing the Cullinet packages on the Agency operating system. These problems were further compounded by:
        a) the necessity to restructure the ABF data base (a process Cullinet refers to as "tuning") to enable the more complicated queries to run efficiently, and
        b) the decision to produce summary data files to improve the response time of on-line queries.
        As a result of this delay, the first operational use of ABF was moved back from the ExCom consideration of the 1989-90 budget this May to the OMB estimate to be sent forward in September of this year. The input will be made in the latter half of June through July and normally does not involve a great deal of change from the ExCom version.
        Due to the interval between the OBF user training in December and the ABF training scheduled in late May and early June vice February, the users needed some OBF refresher training in conjunction with the ABF training. The entire set of three two-day sessions went smoothly as the system worked well and gave good response time even under the heavy load of 20 to 30 simultaneous users.

ABE

The Agency Budget Execution team installed the Cullinet General Ledger package in May 1986 and identified three prototypoing models: 1) for the IC Staff, 2) a limited Agency model, and 3) a full Agency model. Testing was completed recently for the IC Staff model and several key user-defined and system-generated reports were successfully tested.

Major accomplishments in Phase II include establishing 29 centers and 337 account center combinations, identifying and entering data into five types of journals, defining sub-ledger accounts, and running 36 posting cycles. All dollar amounts were validated in output printouts.

Phase III, the Limited Agency model, will have 2000 account center combinations, a four-level reporting control structure, and four summaries for on-line query. Phase III will be run in the MVS vice VM environment.

## CLAS

The problems in stabilizing the Cullinet packages in the Agency system were discussed under ABF. In mid-May the five packages were all loaded successfully and, after some ten days of testing by OIT, the user teams began to familiarize themselves with the capabilities of the system. The initial reaction of the user teams has been quite favorable. Response time has been good and the users have thus far encountered fewer difficulties than they had expected, given their earlier experience with the MSA packages.

The initial system, Version 1.2, will not satisfy Agency needs to tie purchasing activity directly into the accounting system, but the next version, 1.3, expected to be available by the end of the year, will have this capability. In the meantime, the functional team members will fully acquaint themselves with the operation of the individual segments of the system and identify any other unique requirements that 1.3 may not provide. Also the Logistics and Finance people are exploring a rudimentary capability for tracking obligations and commitments that appears to be resident in the 1.2 version of Purchasing.

A planning working group, composed of the program managers, functional team leaders, and the integration contractor have been meeting frequently to identify and propose answers or alternatives to those policy questions concerning system operation that remain unresolved. Once these topics have been resolved, the group will consider a system implementation plan that will be developed by the integration contractor.

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OPINION

The amalgamation of BARS and CLAS into a single project, BARS CLAS, is a logical step and the creation of the CCB, ERB, and working groups is also a move in the right direction. It still concerns me that                     has a host of other responsibilities besides serving as over-all project director. Nonetheless, the three office program managers are spending the bulk of their time on the project is assigned a number of other duties -- and there appears to be no delay caused by bureaucratic obstacles.

The budget formulation segments of BARS, having been virtually complete before the BARS merger with CLAS, are not considered by the new BARS CLAS control structure. Judging from my recent attendance at the second ABF training course, the ABF system will simplify processing for all the budget officers once the data are converted from FRS and BRS. System documentation is excellent, the support is very good and the system thus far during testing has had good response time.

Things are somewhat less smooth with the CLAS packages although great strides have been taken since the last report. The Cullinet packages (Version 1.2) are all operating as advertised and the functional teams are testing them and seeing how well they satisfy Agency requirements. The planning group effort is making some headway in identifying key policy issues still needing resolution but more work is required in this area. The October 1988 target for a fully operational system with funds control still appears overly ambitious to me. I'd say that March or even June 1989 is a likelier date.

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