

# US Air Force Performance Based Costing Information System (PBCIS)

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## System Requirements Specification

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*Version 1.2*

### Project Information

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# System Requirements Specification

## 1.0 REVISION HISTORY

Version	Description of Version	Date Completed
V1.0 Final Draft	Initial draft created for client review and acceptance	June 29, 2001
V1.1 Revised Draft	Draft revised for client review and acceptance	August 30, 2001
V1.2	Final draft incorporating AF Core Committee comments	September 12, 2001

## 2.0 INTRODUCTION

Any initiative to develop and implement a system must involve the identification, documentation, and management of system requirements. System requirements are the crucial inputs into the design process that reflect the needs and desires of the anticipated users. They usually can be broken down into two types: functional, which describe what the system should do from a business process perspective; and technical, which indicate what the system should do from an information technology support point of view. This document, *ABM Requirements Document and Technical Design/Architecture Plan*, will function as the System Requirements Specification (or SysRS) in which functional and technical requirements are addressed.

Keep in mind that this SysRS document will incorporate any changes determined to be essential to the implementation and delivery of the Performance Based Costing (PBC) system for the Air Force. Thus, the SysRS should be used as a mechanism to manage requests for system updates and modifications both during and subsequent to actual system implementation.

### 2.1 SysRS Purpose

The purpose of this document is to identify the functional and technical requirements necessary to successfully develop a Performance Based Cost Information System (PBCIS) utilizing activity based cost management (ABCM) techniques and other business intelligence (BI) technologies for the United States Air Force. In this function, it will serve as a touchstone for managing the acceptance of additional requirements or suggested modifications to the PBCIS as they arise. It is intended for all divisions within the Air Force that participate in International Affairs (IA) functions and the security cooperation business, as well as all developers, analysts, and end users who interact with the PBCIS at the Air Force level.

### 2.2 System Purpose

The purpose of the PBCIS is to provide an accurate and thorough cost infrastructure to Air Force IA managers and planners that will bring visibility to the operational cost and performance information they need to perform their duties and manage their activities. The PBCIS will create a costing network that translates IA labor and non-labor resource cost data into meaningful information related to the cost of Foreign Military Sales (FMS) core functions, as well as Air Force IA processes, customers, and products/services. The resulting cost information ultimately will be used to support the new Performance Based Budgeting (PBB) process, aimed at providing planners with the capability to analyze and predict the cost of future levels of effort, and better justify FMS Admin budget submissions to the Defense Security Cooperation Agency (DSCA). The DSCA has mandated that PBB budgets be formulated based upon PBCIS outputs beginning with the FY2004 submission.

### 2.3 System Scope

The complexity and scope of the PBCIS are significant. As the sponsoring and coordinating agency, the DSCA will serve as the point of consolidation for specified information resulting from MILDEP and other agency PBC systems. In this role, the DSCA must establish a set of requirements that will serve to define the baseline system characteristics that all involved organizations must meet. KPMG Consulting teams will work with representatives from each of these organizational entities to facilitate delivery of a web-enabled and integrated PBCIS that incorporates the capabilities captured in the DSCA PBCIS requirements specification as well as FMS Administration rate calculation, variable rate, fixed and variable costs, country support, budget ceiling, budget allocations, cost comparisons and PBB integration. Currently, MILDEPS have been tasked with the responsibility to determine whether or not baseline data exists or could be extracted from other sources to provide such capabilities. The details will be hammered out during future meetings.

KPMG Consulting project team members will work jointly with Air Force staff members to deliver a PBCIS and related analytical capability to the Deputy Under-Secretary of the Air Force for International Affairs (SAF/IA) that, at a minimum, meet the requirements specified for the DSCA corporate level PBCIS. It is

understood that the Air Force, as well as organizational components within the Air Force, have identified and requested system functionality – and may continue to identify and request additional functionality - not currently specified in the DSCA or other formal requirements documents. This SysRS documents all known and accepted requirements for the Air Force PBCIS as of the most recent revision date.

From the organizational perspective, the Air Force PBCIS will encompass IA resources from three primary components: SAF (IA, FMBIS), AFMC (HQ, AFSAC, OO-ALC, OC-ALC, WR-ALC, AAC, ASC, ESC, AFMETCAL), and AFSAT. Recent budgets include resources/expenses for small contingents that reside with ACC and AMC; these resources will be incorporated into the SAF/IA model architecture.

While the focus of effort will be dedicated to addressing costs associated with FMS Admin funding (to meet one requirement verbally specified by DSCA), the Air Force will also incorporate FMS Case, FMF IMET, and other funding streams (O&M, FAA, Product) utilized in conducting work related to Air Force IA processes. This shall include all labor and non-labor resources. In regard to labor, SAF/IA has indicated the desire to use the PBCIS to track and cost labor position authorizations and encumbrances. Furthermore, these labor positions will be identified as Civilian, Military, or Contractor.

Activities within the Air Force FMS community will be mapped so they ultimately roll up into the six FMS Core Functions specified by the DSCA. To facilitate meaningful cross-comparisons and drill down analysis, a further breakdown for the Case Execution and Business Sustaining functions has been derived. For an overview of the six Core Functions and their corresponding sub-functions, please review Appendix C. This provides common definitions and a baseline for all MILDEPs (and Air Force command components) to consider when connecting lower-level activities to the six FMS Core Functions.

To date, no decision has been made at any level regarding the inclusion of specific cost objects, although substantive discussions have revolved around two potential categories: countries and products. Further investigation and consideration of these dimensions is necessary to determine the impact on the PBC project and benefit to the resulting PBCIS. The KPMG Consulting team is prepared to facilitate additional discussions on the applicability and use of cost objects in the PBCIS environment, as well as to include up to three cost object categories in the underlying models. A more definitive determination is not expected on this issue until the completion of the Air Force corporate level model sometime in October 2001.

Where appropriate, output measures – that is, those work products that result from a specific activity – and volumes will be captured and recorded as a means of deriving unit costs and other volume-based performance measures. Attributes may also be added to each module to create a richer, more robust analytical infrastructure upon which to build custom-designed reports, create multi-dimensional views, and base management decisions. The number and type of attributes added within each module will ultimately hinge on model functionality and design considerations, and will be denoted in the design specification document for each model.

The ABCM models underlying the PBCIS will be updated quarterly. In populating the PBCIS, existing data will be used to the greatest extent possible to limit redundant effort. It will be necessary to extract this data from several existing legacy systems. Some of the probable feeder systems that have been identified to date are GAFS, DCPS, CASMIS, SAMIS, CMCS, Oracle, and Delta (a MS Access based labor accounting package). It is very likely that additional feeder systems for cost, output measure, and driver data exist at each participating entity, and it is the intent of the KPMG Consulting team to specifically identify and document these in the planning and implementation steps for each individual site. Appropriate details will be documented in future revisions of the SysRS and system design specifications as they are identified.

The user interface presents a singular challenge, in that the potential user community is very large and diverse. In addition to being accessible via the web, the PBCIS must serve multiple functions for multiple types of users. Managers and leaders must be able to view PBCIS results and interact with the system and information in ways that support their performance management and decision-making needs. Planners and analysts must have access rights that enable them to build models, analyze various scenarios, and develop reports or views that address the important issues faced by the organization's

leaders. Finally, IT personnel must have the ability to integrate or interface legacy systems to the PBCIS, integrate or interface the PBCIS to other systems, and properly manage the resulting points of integration. Therefore, the PBCIS must be built with an open architecture that provides flexibility and user-specific functionality and access, while protecting sensitive cost information from unauthorized access and use.

## **2.4 System Overview**

The Air Force PBCIS, in conjunction with the Army, Navy, and the DSCA systems, will be integrated into a DSCA corporate level PBC system. The system is to be comprised of the following critical components: relational databases for collecting, formatting, and storing/warehousing data; Oros ABCM models for transforming financial and operational data into actionable cost and performance information that supports managerial decision making; COGNOS power cubes and views for providing on-line analytical processing (OLAP) capabilities and reports; and web-servers for distributing reports/results and enabling users to access the system via the internet. The diagram included in Appendix A depicts the major components and a conceptual framework for integration of the overall system.

### 3.0 GENERAL SYSTEM DESCRIPTION

The vision for and conceptual design of the Air Force PBCIS suggest that the system being developed and implemented is not a simple, static activity based costing model, but a dynamic, custom-built, user-friendly Business Intelligence system built around an ABCM engine (see Appendix B). This represents a major step in providing advanced cost analysis and management capabilities to Air Force FMS personnel.

Furthermore, it is envisioned that the PBCIS will be updated on a quarterly basis. In addition to serving as the host for the current period model, the PBCIS will provide the capability to store historical data for use in performing trend analysis. The exact number of past period models retained for use within the system is still to be determined. While the system will have to balance access versus downtime for maintenance, the objective is to provide full service from at least 0600 to 2200 EST daily. Full service does not connote unrestricted access. Direct access to PBCIS information on any organization will be limited to personnel from that organization to address concerns regarding security and reach down.

To create this desired PBCIS environment, the DSCA has required that KPMG Consulting coordinate the purchase of specific Commercial off the Shelf (COTS) software. The COTS applications specified are the Oros suite from ABC Technologies, Inc., Enterprise Server from COGNOS, and appropriate database applications (i.e., Microsoft Access, Oracle) which will vary by MILDEP depending on current inventory and reporting requirements. The Oros and COGNOS software are fully supportive and capable of integrating with Internet and/or intranet systems. An initial review of Air Force software needs to support the PBCIS implementation indicated the necessity to purchase three additional sets of Oros software, three sets of COGNOS Enterprise Server software, and four databases. An estimate for the number of Oros modeler and viewer licenses needed for the Air Force, broken down by command, is shown below.

Command	Location	Total Number of Licenses Needed	
		# Modelers	# Viewers
SAF/IA	Rosslyn, VA	5	5
SAF/FM	Pentagon	1	0
AFSAC/IAS	WPAFB	2	3
AFSAC	WPAFB	3	5
AFSAT	San Antonio	1	3

**Note:** Additional access to the PBCIS by the majority of Air Force users for purposes of reviewing model results and reports will be possible via the Internet and the COGNOS Upfront application. For information regarding the model-level composition of the PBCIS, refer to Section 3.3, System Nodes and States.

#### 3.1 Software Functionality

The following bullets list the functionality of each type of software to be utilized:

Oros

- Provides a modeling environment that allows an organization to translate data from its financial and operational systems into accurate, relevant cost information
- Open, easy to use modeling environment allows development of detailed models of an organization's resources, activities and cost objects (i.e., services, customers, programs)
- Provides robust standard and customized reporting capability; this includes model export to and use within an Excel environment, with including the option of updating models through Excel using Oros Connect

## COGNOS

- Allows exploration of data from multiple perspectives to perform multi-dimensional data analysis
- Provides capability to design and prepare reports in Web, Windows, or Excel environments
- Allows users to perform independent analyses, particularly drilldown analysis, of the data contained in reports distributed to them

## Database

- Provides a platform for collecting timekeeping and other legacy systems data and preparing them for use in the Oros modeling environment
- Allows for collection of other performance related data for use within the overall PBCIS environment
- Provides a platform for data warehousing, if needed

### **3.2 System Context**

The rapidly changing and complex world of Security Cooperation requires a thorough and accurate system of capturing costs and justifying budgets, as well as providing managers with solid decision support data. As security cooperation relies more on hybrid and commercial vehicles, the structure and fabric of the FMS case is continuing to become more varied and tailored to specific customer and/or regional needs. Along with the difficulty of pricing and tracking costs in this new environment, the need to justify even the traditional base and mix of services has been requested by stakeholders. A study was commissioned by the DSCA to assess the current ability of FMS community to develop and report accurate cost information for the FMS core functions, as well as to devise an optimum FMS costing system. The results of this analysis selected PBCIS as the optimum costing system.

### **3.3 System Nodes and States**

The diagram displayed in Appendix B shows that the Air Force PBCIS involves three organizational levels – the Corporate Level (Air Force), the Intermediate level (SAF, AFMC, AFSAT), and the Center level (AFSAC, Air Logistics Centers, Product Centers, and AFMETCAL). A total of five Oros models will be created, one for each of the entities at the Corporate and Intermediate levels, and one for AFSAC, which is at the Center level. Center level data extracts for other organizations will be fed to appropriate Intermediate level Oros models, which will be linked to the overall Air Force Corporate level Oros model. The Air Force Corporate level model will be utilized to consolidate the underlying detailed cost information and prepare an appropriate extract for distribution to the DSCA.

### **3.4 User Characteristics**

The information generated from the PBCIS will be used by executive level managers, supervisory level managers, financial managers, financial/business analysts, planners, human resources managers, and IT personnel, among others. Thus, the user interface presents a singular challenge, in that the potential user community is very large and diverse. Managers and leaders must be able to view PBCIS results and interact with the system and information in ways that support their performance management and decision-making needs. Planners and analysts must have access rights that enable them to build models, analyze various scenarios, and develop reports or views that address the important issues faced by the organization's leaders. Finally, IT personnel must have the ability to integrate or interface legacy systems to the PBCIS, integrate or interface the PBCIS to other systems, and properly manage the resulting points of integration. Therefore, this web-enabled PBCIS must be built with an open architecture that provides tremendous flexibility, powerful analytic functionality, and user-specific access, and yet retains the ability to protect sensitive cost information from unauthorized access and use.

### 3.5 Assumptions and Dependencies

A number of assumptions with respect to functional requirements have been assimilated coincident with completing this document. These assumptions, current as of the SysRS version control date, were gathered through conversations with key Air Force managers involved in both the PBB and PBC efforts, participants at an Air Force PBC Workshop held 30 – 31 May and an AFMC PBC Workshop held on 26 June, and other KPMG Consulting staff. The assumptions are outlined below:

- An Air Force Corporate Model will be built first and will serve to provide the required information and linkage to the DSCA model. This corporate model will also set the standard and form the minimum requirements for the lower level Air Force models that will feed into it.
- Models required to be built that are directly subordinate to the Air Force Corporate model include; (1) a SAF/IA model incorporating SAF/FMBIS, ACC and AMC; (2) an AFMC model incorporating an AFSAC model and including data feeds from OO-ALC, WR-ALC and OC-ALC and AAC, ESC, ASC and AFMETCAL; and (3) an AFSAT model.
- Models will be updated on a quarterly basis.
- Models will be built, to the extent possible, with existing input data.
- Cost information should be considered to be at least privileged and needs to be protected from inadvertent disclosure to those who have no legitimate need to know.
- Direct access to PBCIS information on any organization will be limited to personnel within that organization to address concerns regarding reach down.
- The Resource Module will consist of both labor and non-labor resources. The labor category will account for Civilian, Military and Contractor resources. Non-labor resources tracked will consist of some combination of TDY, Supplies, ADPE, Contract Services, Communication, Facilities and other types of resources that are considered to be significant by the Air Force, AFMC, and AFSAT core teams, and contained in PBB submissions.
- The Activity Module structure will be used to capture departmental level activity costs. This provides the opportunity for department leaders to identify the work steps that are important to them, and to collect data that allows them to see and manage these costs.
- The Cost Object Module is currently designed to enable the crosswalk between Air Force department-specific activities and the six DSCA Core Functions. The module hierarchy will also allow for the roll up of accounts identified as nesting within the six core functions. It is important to note that any decisions increasing the complexity of the accounts underlying the six core functions will have a direct affect on the flexibility of the Air Force Corporate and lower level models.
- Other potential cost objects include country/theater, product, output, and case. No final decision regarding cost objects has been made to date by either the DSCA or the Air Force, although country has been discussed as a data element that must be incorporated in the model. Additional requirements may be levied during future workshops.

In addition, a number of assumptions regarding technical issues have been made that cover the project from requirements definition through deployment of the solution on the KPMG Consulting web server. These assumptions are outlined below:

- The system will be Internet accessible via the Department of Defense's standard Internet browser (Microsoft Internet Explorer 4.0 or greater).
- All intended users of the system have, or will have, Internet access.
- A "one stop" portal approach will be used to access the PBCIS and PBC-related information.
- The PBC modeling efforts will be supported through the use of some configuration of the Oros suite from ABC Technologies, Inc.

- No decision regarding a database standard has been made to date.
- KPMG Consulting will host, as well as maintain, the development server and the initial production server at KPMG Consulting facilities in the greater Washington DC metropolitan area (to include Virginia locations).
- PBCIS migration and sustainment decisions will be deferred until more experience has been gained with the development of the system, and requirements for handling ongoing maintenance functions are better understood by all involved parties.

## 4.0 SYSTEM CAPABILITIES, CONDITIONS, AND CONSTRAINTS

All systems can be described in terms of what they can provide or do not deliver to user communities, as well as how they integrate with existing organizational structures, people, policies, and systems. In addition, the manner in which they are to operate “behind the scenes” is a key factor in system design, implementation, and testing efforts. This section discusses the Air Force PBCIS from these perspectives.

### 4.1 Major System Capabilities

The Air Force PBCIS must provide activity information by FMS Core Function in order to meet the minimum established reporting requirements of the DSCA. Beyond that, and any future requirements mandated by the DSCA, the Air Force International Affairs leadership has offered a listing of potential capabilities for the PBCIS. Final agreement on the specific capabilities to be provided by the PBCIS will be determined at the next IARB meeting in early November 2001.

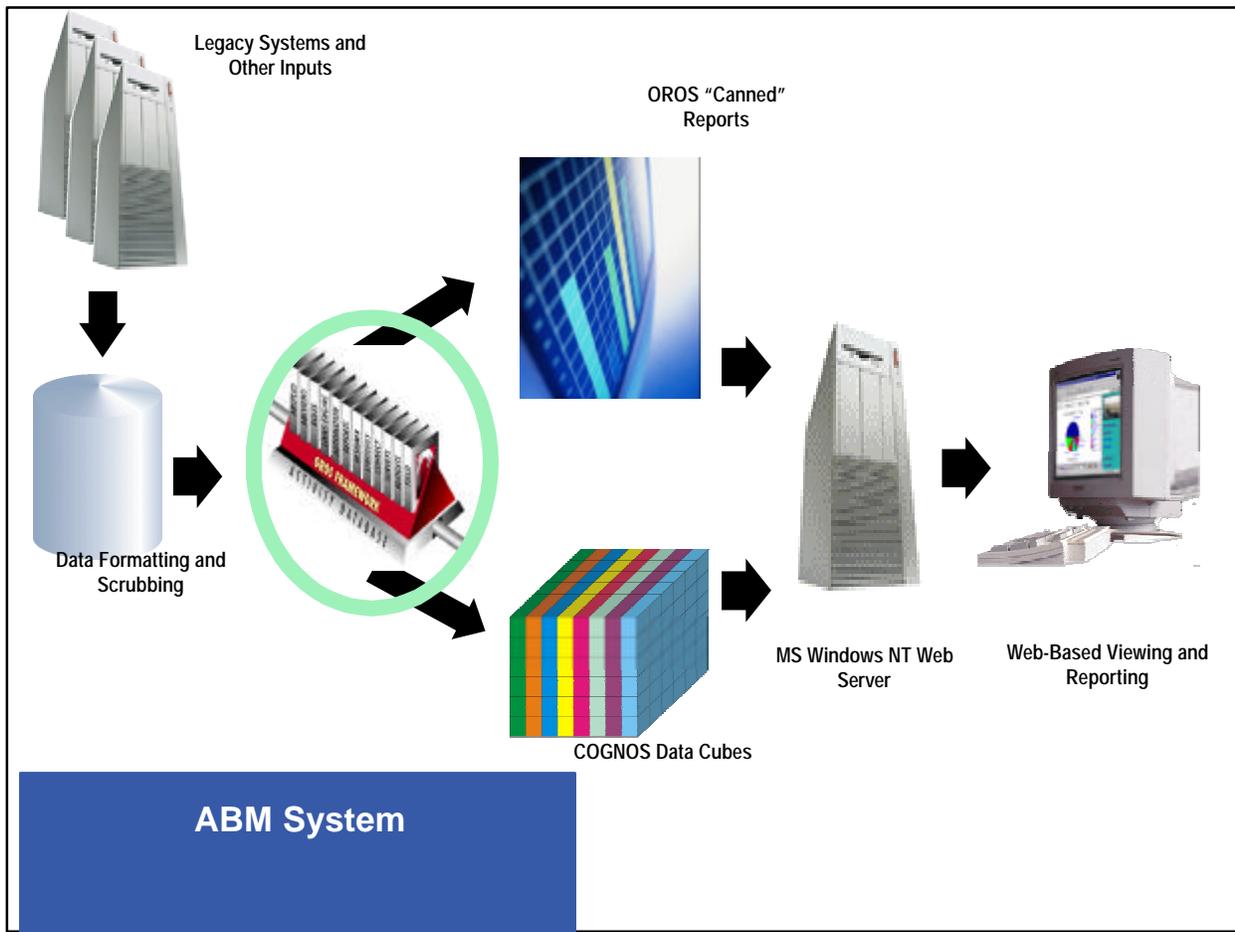
1. Make visible and measurable all the cost drivers and activities that dictate resource requirements
  - Provide management with greater insight into the factors that consume resources
  - Identify how activities contribute to outcomes
  - Free up resources to allow the Security Cooperation community to focus on the activities that matter most to FMS customers
  - Use costs to manage and reduce expenditures
2. Improve budget forecast accuracy
  - More accurately reflect the actual costs within the organization
  - Identify requirements which will result in more appropriate funding levels
  - Determine what level of funding should be applied to particular services
3. Discover opportunities for process improvement
  - Provide better visibility on how effectively resources are being used and how all activities contribute to the cost of a process or program
  - Identify activities with disproportionately large cost and little added value which could be eliminated or reduced
  - Identify candidates for competitive sourcing and privatization
4. Improve strategic and organizational decision making
  - Assist decision-makers in making cost-conscious decisions at all organizational levels
  - Promote proactive cost reduction rather than reactive performance problem investigation
  - Establish decision-maker ground rules

### 4.2 Major System Conditions

During the development phases of the PBCIS, the primary and backup system servers will be housed at the KPMG Consulting Public Services Broadband Solution Center (BSC) located in McLean, Virginia. Once the system is fully implemented and stable, there are a number of options available for hosting the system server. The DSCA and the MILDEPs may elect to host the entire PBCIS on a single server, or they may desire to host the DSCA PBCIS and each of the MILDEP PBCISs on separate organizational servers. Another option would be to have KPMG Consulting continue hosting the PBCIS at the BSC.

Additional considerations that will ultimately impact the system condition include the desires on storing historical data, from both the original source as well as past iterations of the models. The requirement for forecasting through the use of multi-period models in Oros will also need to be considered with regard to needed storage capacity. Finally, selection of a tape or other backup method to archive past models not required to be on the server could provide for lower total cost while maintaining meaningful amounts of historical data.

The following diagram shows how the various components of the PBCIS interact in the construction of an ABCM model that transforms resource data to produce web-enabled management reports and analytics.



#### 4.2.1 System Operations

Due to the expressed need and lessons learned, the system will be updated quarterly. Users do not need too much data too often. The PBCIS, however, will be available from at least 0600 to 2200 EST daily for data analysis and use. During the system development phases, access to the ABC model and other PBCIS applications will be somewhat more limited, until the system reaches an accepted level of stability.

#### 4.2.2 Information Management

Local Air Force resources for each participating organization will provide the necessary system/LAN access to accomplish day-to-day data extraction and distribution operations during the life cycle of this effort, while KPMG Consulting will maintain the PBCIS until circumstances around system migration are finalized. Further details on information management requirements, such as ensuring the quality and integrity of incoming data and calculated cost information, distributing feeder data, distributing model results and reports, and storing and archiving model data remain to be determined.

### **4.2.3 System Maintainability and Reliability**

Because the PBCIS must, in general, remain available during normal work hours each day, routine maintenance must be done at night. However, it should be deliberately planned, and must be rotated and managed in such a way as to minimize total system down time. In addition, staff must be available to perform routine functions such as gathering and maintaining log files, swapping and cataloging backup tapes, and monitoring general system condition.

Reliability of the PBCIS pertains to the ability to protect and recover the system in the event of a failure. This reliability will be delivered through system redundancy (by means of a back-up server) and robust documentation while the PBCIS is in development stages and under the cognizance of KPMG Consulting. These mechanisms will ensure the availability of information whereby the PBCIS could be recovered or recreated in a timely manner.

### **4.2.4 System Security**

Information, in some cases, should be protected from inadvertent disclosure to individuals who do not have a legitimate right to view it. The information within the PBCIS will be secured using the COGNOS Enterprise Server Access Manager and Upfront Portal. Access Manager enables the creation of user groups with defined privileges as well as the population of those user groups with the individual employees authorized to access the PBCIS. In addition, COGNOS Transformation Server provides the capability to control access down to the report level if necessary.

To protect the web server itself from unauthorized access, KPMG Consulting initially will use COTS firewall and anti-virus applications. In addition, KPMG Consulting will maintain a back-up server on the KPMG Consulting corporate intranet. During development of the PBCIS, KPMG Consulting will work closely with Government information technology subject matter experts (SMEs) to ensure that the production server is secured in accordance with applicable DoD and MILDEP information technology standards. The option currently being considered for deployment is a four-layered defense in depth. This security approach will be discussed further in future SysRS revisions.

Physical access to the PBCIS web server and key network computers will be controlled in order to assure the integrity of the hardware and software. These access controls include both physical (cabinet locks, single key access, etc.) and logical (passwords, firewalls, etc.) measures. Systems must be “open” enough to allow unencumbered access by individuals who are authorized, yet must be robust enough to deny access to individuals who are not. The KPMG Consulting managed network provides sufficient physical protection of system assets. Vendor access is not anticipated.

### **4.2.5 System Human Factors**

Because of the complexity of the PBCIS, users will be required to have some knowledge of the system prior to using it. In addition to formal, customized, or web-based training on the PBCIS, general awareness of the system purpose and characteristics can be provided via a variety of media. The vehicles recommended for communication among user groups include formal briefings, newsletters, a dedicated website, and/or articles in command newspapers or magazines. Training and communications plans to support knowledge transfer and prepare Air Force personnel to use the PBCIS are currently being developed. These guidelines will be completed in the initial stages of Phase 2 of the PBC project as training requirements become more focused.

## **4.3 Major System Constraints**

An organization’s structure, culture, people, core competencies, policies, procedures, systems, and data structures can be both process enablers as well as constraints. Integrating the PBCIS within the unique fabric of the Air Force will likewise be assisted or impeded by these factors. Below is a listing of those areas likely to have the greatest impact on system capability and use.

- The PBCIS foundation is an ABC network. Accuracy of results is highly dependent upon the

validity of the cause – effect characteristics of the drivers selected and the quality of feeder data. Of particular concern is the integrity of the labor hour/time accounting system and the resulting work distribution data. The old metaphor of “garbage in, garbage out” still applies.

- Total number of Oros users (modelers and viewers) is currently restricted to the numbers specified in the table in Section 3.0, General System Description. Additional user licenses considered essential for successful PBCIS operation must be justified.
- Although tightly integrated for seamless creation of data cubes and OLAP capability, the current releases of Oros and COGNOS tools do not allow for full translation of model structures. Two known limitations are the inability to properly account for and depict intra-modular assignments and resource contributions to cost objects.
- While the intent is to automate the system update process as much as possible, some level of manual intervention during periodic system updates is unavoidable. Extracting data and coordinating FTP transfers to feed the PBCIS are two such tasks.
- Response times, number of concurrent users, and other similar system performance issues may be limited by the capabilities of the underlying Air Force network infrastructure.
- The aptitude and attitude of those in the user communities will ultimately determine the level of system use and integration with other managerial business processes, such as planning, budgeting, and decision-making. User capability tends to deteriorate in concert with such factors as infrequent use, staff turnover, and lack of appropriate training.

## 5.0 SYSTEM INTERFACES

The Air Force Corporate model will be built to feed into the six Core Functions of the DSCA Corporate model (see Appendix A) via more detailed activity accounts. From an organizational perspective, the Air Force Corporate model will roll up FMS data from three primary components: SAF (IA and FMBIS as well as ACC and AMC), AFMC (HQ, AFSAC, OO-ALC, OC-ALC, WR-ALC, AAC, ASC, ESC, AFMETCAL), and AFSAT (see Appendix B).

The ABCM models underlying the PBCIS will be updated quarterly. In populating the PBCIS, existing data will be used to the greatest extent possible to limit redundant effort around data collection and input. It will be necessary to extract this data from several existing legacy systems, and a determination will be made regarding the feasibility of full integration for each potential linkage. If full integration is not advisable or achievable, the fallback approach is to handle required feeds via manual data extraction and FTP distribution. Some of the probable feeder systems that have been identified to date are GAFS, DCPS, CASMIS, SAMIS, CMCS, Oracle, and Delta (a MS Access based labor accounting package). It is very likely that additional feeder systems for cost, output measure, and driver data exist at each participating entity, and it is the intent of the KPMG Consulting team to specifically identify and document these in the planning and implementation steps for each individual site. Appropriate details will be documented in future revisions of the SysRS as they are identified.

# APPENDICES