U.S. Marine Corps

AUTOMATED INFORMATION SYSTEM (AIS) PROJECT BASELINING

DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, D.C. 20380-0001

IN REPLY REFER TO

5231/01
CCIS-26
2 6 JUN 1989

From: Commandant of the Marine Corps

Subj: AUTOMATED INFORMATION SYSTEM (AIS) PROJECT BASELINING

Ref: (a) MCO P5231.1
        (b) MCO 5271.1
        (C) MCO P5600.31

Encl: (1) IRM-5231-21

1. PURPOSE. To provide guidance and instructions on the development of the Automated Information System (AIS) Project Baseline as required by reference (a).

2. AUTHORITY. This publication is published under the auspices of reference (b).

3. APPLICABILITY. The guidance contained in this publication is applicable to all contractors and Marine Corps personnel responsible for the preparation of AIS project baselines. This standard is applicable to the Marine Corps Reserve.

4. DISTRIBUTION. This technical publication will be distributed as indicated. Appropriate activities will receive updated individual activity Table of Allowances for publications. Requests for changes in allowance should be submitted in accordance with reference (c).

5. SCOPE

    a. Compliance. Compliance with the provisions of this publication is required unless a specific waiver is authorized.

    b. Waivers. Waivers to the provisions of this publication will be authorized only by the appropriate approval authority, as defined by reference (a), on a case by case basis.

6. RECOMMENDATIONS. Recommendations concerning the contents of this technical publication should be forwarded to CMC (CCI) via the appropriate chain of command. All recommended changes will be reviewed upon receipt and implemented if appropriate.

Subj: AUTOMATED INFORMATION SYSTEM (AIS) PROJECT BASELINING

7. <u>SPONSOR</u>. The sponsor of the technical publication is CMC (CCI).

R. L. PHILLIPS
Brigadier General, U.S. Marine Corps
Director, Command, Control, Communications
and Computer (C4) Division

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UNITED STATES MARINE CORPS

Information Resources Management (IRM) Standards
and Guidelines Program

AIS PROJECT BASELINING
IRM-5231-21

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Received	Date Entered	Signature of Person Entering Change

AIS PROJECT BASELINING
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Chapter 1

GENERAL

Chapter 1

General

1.1. INTRODUCTION

1.1.1. <u>Objective</u>. The objective of this standard is to establish baselining procedures and to define the format and content of the Automated Information System (AIS) Project Baseline Plan and the AIS Project Baseline Document.

1.1.2. <u>Purpose</u>. AIS projects frequently experience cost overruns and schedule slippage due to a variety of reasons, such as changing requirements and poor estimating. While requirements, resource, and schedule changes may be unavoidable in some cases, these changes must be managed and controlled. Project baselining is a technique used to enhance stability and control cost growth of AIS projects.

1.2. APPLICABILITY.

This standard will govern the planning for and development and maintenance of the AIS Project Baseline Document. The AIS Project Baseline Document will be prepared for all AIS projects with total estimated AIS project costs at or above $10 million and for AIS projects designated as special interest by the Assistant Commandant of the Marine Corps (ACMC). AIS project costs include all costs for all AIS resources from project initiation through deployment and installation at all operating sites. Specific cost categories included in AIS project costs are contained in Appendix B.

1.3. PROJECT BASELINE

1.3.1 <u>Definition</u>. An AIS project baseline is a formal agreement among the functional manager(s), Deputy Chief of Staff for Requirements and Programs (DC/S, R&P), the Fiscal Director of the Marine Corps (FDMC), and the Director, Command and Control, Communications and Computer Division (DIR, C4) to ensure that:

    a. The AIS project will be managed according to the terms and conditions of a signed formal document.

    b. The AIS project functional requirements are identified, prioritized, and agreed to by all parties.

    c. Changes to functional requirements are documented and approved.

    d. Funding is available to meet a specified level of capability.

e. If funding adjustments need to be made, then associated trade-offs in functional requirements and/or project schedule are identified, agreed to, and documented.

1.3.2. Managing AIS Project Baselines. The project manager is responsible for preparing an AIS Project Baseline Plan and an AIS Project Baseline Document.

a. Milestone I (Concepts Development). The project manager shall prepare and present an AIS Project Baseline Plan to the functional manager. The baseline plan will be included as an appendix to System Decision Paper (SDP) I for the Milestone I decision review.

b. Milestone II (Design). The project manager shall prepare a formal AIS Project Baseline Document during the design phase. The approved AIS Project Baseline Document should be submitted along with the SDP II for the Milestone II decision review.

c. Milestone III (Development). The project manager shall update the AIS Project Baseline Document. The updated baseline document shall be submitted along with the SDP for Milestone III decision review.

1.4. AIS PROJECT CONTENT

1.4.1. Definition. The AIS project content is the capabilities and deliverables which are required to meet the stated functional requirements.

1.4.2. Deferred AIS Project Content. It may not be possible for the AIS project to meet all stated functional requirements within the constraints of the agreed upon baseline. When this occurs, the signatories must agree to ease the constraints, or to drop or defer selected content elements. Content elements which are deferred will be documented in the Project Baseline Document but are not considered part of the AIS project. Deferred content elements will continue to compete for resources. If the deferred AIS project content element(s) resource requirements are subsequently satisfied, the element(s) may be brought back into the project.

1.5. PROJECT BASELINE CHANGES. There are three conditions in which changes to the project baseline document are required. These conditions are defined below.

1.5.1 Definitions

a. Baseline Breach. A baseline breach is a condition that occurs when:

1. The cost shown in the baseline document increases by more than 15 percent.

2. The project schedule shown in the baseline document slips by 90 days or more.

3. Modifications to approved resources result in a baseline that is nonexecutable.

b. <u>Baseline Update</u>. A baseline update is a routine adjustment to project costs, schedules, or resources which does not cause a baseline breach.

c. <u>Directed Baseline Change</u>. A directed baseline change occurs when the approval authority directs deviation from the baseline agreement. A directed baseline change may or may not cause a baseline breach.

1.5.2. <u>Procedures</u>

a. For a baseline update, the project manager shall:

1. Identify the baseline functional requirements and project deliverable adjustments that are needed to maintain a match between requirements, deliverables, and available funding; and update the AIS Project Baseline Document.

2. Document any change of status of Deferred AIS Project Content.

3. Create a baseline change log entry for each update in the AIS Project Baseline Document.

4. Re-submit the updated AIS Project Baseline Document for review and approval of all signatories.

b. For a baseline breach or a directed baseline change the project manager shall:

1. Document the cause of or reason for the breach or the directed change and recommend alternative courses of action.

2. Advise the Chairman, Information System Steering Committee (ISSC) and the baseline signatories within 30 days of an actual or projected breach or change to the project baseline.

3. Create a baseline change log entry for each change in the AIS Project Baseline Document.

4.   Prepare a revised AIS Project Baseline Document and ensure approval of all signatories.

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Chapter 2

AIS PROJECT BASELINE PLAN

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Chapter 2

AIS PROJECT BASELINE PLAN

2.1. <u>PURPOSE</u>. The AIS Project Baseline Plan provides a vehicle for the early review of the elements needed for AIS Project Baseline Document and provides a plan for clarifying information required for the AIS Project Baseline Document. This targets key issues and allows sufficient time for problem resolution before the signatories are required to commit support to the AIS project baseline.

2.2. <u>METHOD</u>. The AIS Project Baseline Plan organizes and presents information from the Economic Analysis, Requirements Statement, the Project Management Plan and other sources. The information presented in the AIS Project Baseline Plan is not expected to be of the same precision as that of the AIS Project Baseline Document nor is the AIS Project Baseline Plan intended to be a binding document. The key component of the AIS Project Baseline Plan, AIS Project Baseline Document completion requirements, provides the plan for refining the information and resolving issues to create a binding document.

2.3. <u>DOCUMENTATION STANDARDS</u>. The AIS Project Baseline Plan will consist of a cover page, a list of the functional requirements, the project contents, schedule, approved funding, AIS project cost, and a plan for the completion of the AIS Project Baseline Document. The AIS Project Baseline Plan shall be documented in accordance with the following standards. Appendix C prescribes the AIS Project Baseline Plan format.

2.3.1 <u>Cover Page</u>. The cover page of the AIS Project Baseline Plan gives a concise overview of the project. It will consist of the following:

   a. <u>AIS name</u>. This is the subject line of the cover page.

   b. <u>Organization</u>. Functional manager, project manager, organization and telephone number.

   c. <u>Objective</u>. A concise statement of the objective of the AIS being developed or acquired.

   d. <u>Requirements</u>. A concise statement of the projected AIS project, schedule, cost and funding requirements.

   e. <u>Signature</u>. The signature of the project manager.

2.3.2. <u>List of Functional Requirements</u>. A concise listing of the

functional requirements to be addressed by the AIS, at an appropriate level of detail, will be provided. The functional requirements do not have to be prioritized for the AIS Project Baseline Plan. The functional requirements should be consistent with the Requirements Statement prepared in the Concepts Development Phase.

2.3.3. <u>AIS Project Content</u>. A description of the AIS project capabilities and deliverables which are required to meet the functional requirements.

2.3.4. <u>Project Schedule</u>. An AIS project schedule that includes important events over the AIS project life. At a minimum this should include the AIS life cycle management milestones. The project schedule must be consistent with the Project Management Plan prepared during the Concept Development Phase.

2.3.5. <u>Approved Funding</u>. All funds that have been approved in the budget or Program Objective Memorandum (POM) process will be shown by appropriation and fiscal year. Any deficiencies that exist will be shown as separate entries.

2.3.6. <u>AIS Project Cost</u>. The total AIS project cost, by fiscal year will be presented using the categories and the format contained in appendix C. Start with the year of inception and conclude with the year the AIS will be fielded at all locations. Both direct and indirect costs, including those of users and support activities, must be included. Do not adjust for inflation or the time value of money. Do not omit any cost for lack of an adequate category. Ensure that the total of all categories equals the true AIS project cost. Entries should be consistent with the information provided in the Economic Analysis initially prepared in the Concept Development Phase.

2.3.7. <u>AIS Project Baseline Document Completion Requirements</u>. Those areas of the AIS Project Baseline Plan that will have to be clarified, completed or enhanced to arrive at an acceptable AIS Project Baseline Document will be noted and the required actions for accomplishing this will be discussed. Methods for further validations and prioritizing of the functional requirements will be discussed. Schedule concerns can be raised. How funding deficiencies are being addressed is also an issue to be discussed. Those desired capabilities that could potentially be cut from the AIS project to meet schedule, resource or funding constraints should also be noted.

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Chapter 3

AIS PROJECT BASELINE DOCUMENT

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Chapter 3

AIS PROJECT BASELINE DOCUMENT

3.1. <u>PURPOSE</u>. The AIS Project Baseline Document provides a vehicle to express organizational commitment to support the AIS project within specified resources, schedule, and constraints. It is the instrument for managing change, controlling cost growth and schedule slippage of AIS projects. It also provides the documented history of approved project change.

3.2. <u>METHOD</u>. The AIS Project Baseline Document draws together the prioritized functional requirements, the project contents, schedule, approved funding, AIS project cost, and deferred requirements and presents them for formal review, approval and commitment.

3.3. <u>DOCUMENTATION STANDARDS</u>. The AIS Project Baseline Document consists of a cover page, a change log, a list of the prioritized functional requirements, the project contents, schedule, approved funding, AIS project cost, a glossary if needed, and a deferred project content attachment if appropriate. The AIS Project Baseline Document shall be documented in accordance with the following standards. Appendix D prescribes the AIS Project Baseline Document format.

3.3.1. <u>Cover Page</u>. The cover page of the AIS Project Document gives a concise overview of the project. It will consist of the following:

    a. <u>AIS Name</u>. This may be the subject line of the cover page.

    b. <u>Organization</u>. Functional manager, project manager, organization and telephone number.

    c. <u>Objectives</u>. A concise statement of the objectives of the AIS being developed or acquired.

    d. <u>Requirements</u>. A concise statement of the projected AIS project, schedule, cost and funding requirements.

    e. <u>Commitment</u>. A statement that the undersigned agree that the AIS project shall be managed to satisfy the requirements within the approved funding and the established schedule.

    f. <u>Signatures</u>. The signatures of the functional manager(s), Deputy Chief of Staff for Requirements and Programs (DC/S, R&P), the Fiscal Director of the Marine Corps (FDMC), and the Director,

Command and Control, Communications and Computer Division (DIR, C4).

3.3.2. <u>Change Log</u>. The change log will summarize changes to the AIS Project Baseline Document. It will provide a brief description of the change to include:

    a. <u>Date</u>. The date the change/update is effective.

    b. <u>Type of Change</u>. Is the entry a breach, an update, or a directed change.

    c. <u>Adjustment</u>. Brief description of any requirements, project content, schedule or resource adjustment.

    d. <u>Funding Cap</u>. A description of the funding cap, if one has been imposed.

    e. <u>Reference</u>. A reference or brief description of the cause of the change.

3.3.3. <u>List of Functional Requirements</u>. Provide a concise prioritized list of functional requirements that will be supported by the AIS.

3.3.4. <u>AIS Project Content</u>. A description of the AIS project capabilities and deliverables which are required to satisfy the stated functional requirements.

3.3.5. <u>Project Schedule</u>. An AIS project schedule that includes important events over the AIS project life. At a minimum this should include the AIS life cycle milestones. The project schedule must be consistent with the project management plan.

3.3.6. <u>Approved Funding</u>. All funds that have been approved in the budget or POM process will be shown by appropriation and fiscal year. Unlike the AIS Project Baseline Plan, no deficiencies are acceptable in the AIS Project Baseline Document. Any deficiencies that arise must be resolved before the baseline is approved.

3.3.7. <u>AIS Project Cost</u>. The total AIS project cost, by fiscal year, will be presented using the categories contained in appendix B. Start with the year of inception and conclude with the year the AIS will be fielded at all locations. Both direct and indirect costs, including those of users and support activities, must be included. No adjustment will be made for inflation or the time value of money. No cost may be omitted for lack of an adequate category. The total of all categories equals the true AIS project cost.

3.3.8. <u>Glossary</u>. A list of abbreviations and acronyms will be included as needed.

3.3.9. <u>Deferred AIS Project Content Attachment</u>. This attachment lists elements of the AIS project content that, through agreement, must be withdrawn because of schedule, funding or resource constraints.

Appendix A

GLOSSARY

Automated Information System (AIS): A combination of information, computer, and telecommunications resources, and other information technology and personnel resources which collects, records, processes, stores, communicates, retrieves, and displays information.

AIS Project: One or more activities being managed as a unified undertaking which results in the development and implementation of a new AIS or the significant enhancement of an existing AIS.

AIS Project Baseline Document: A formal document that consists of a cover (signature) page, a change log, and an AIS project baseline.

AIS Project Baseline Plan: A planning document which consists of a cover page, a preliminary AIS project baseline, and a plan for producing the formal AIS Project Baseline Document.

AIS Project Baseline: Description of a specific project, containing at least the following key elements: prioritized functional requirements, planned capabilities, schedule, cost, and approved funding.

AIS Project Costs: AIS project costs include all costs for all AIS resources from project initiation through deployment and installation at all operating sites. This includes both direct and indirect costs. AIS project costs consist of appropriated funds budgeted specifically for the project as well as all resource "costs" which are not planned or programmed specifically for the project, e.g. military personnel and facilities, but which are required by the project.

AIS Project Content: The AIS project capabilities and deliverables which are required to meet the functional requirements.

AIS Resource: Any resource which provides necessary support for an AIS project or for operation of an AIS. These resources include personnel, equipment, facilities, and funding needed to develop, acquire, deploy, operate, and maintain an AIS.

Baseline Breach: A condition that occurs when: (1) the baseline cost is estimated to increase by more than 15 percent, (2) schedule slippage is 90 days or more, or (3) changes in approved resources result in a nonexecutable baseline.

Deferred AIS Project Content: AIS project content elements which
are required to satisfy a requirement stated in the AIS Project
Baseline Document but which cannot be acquired within the
constraints of the agreed upon baseline.

Nonexecutable Baseline: A baseline in which the approved or
available resources are insufficient to accomplish the planned AIS
capabilities; or one or more of the project signataries cannot
support or accomplish the planned AIS capabilities.

Signataries: Those individuals signing the formal AIS Project
Baseline Document. Marine Corps AIS Project Baseline Document's
will be signed by the functional manager(s), the Deputy Chief of
Staff for Requirements and Programs (DC/S, R&P), the Fiscal
Director of the Marine Corps (FDMC), and the Director, Command and
Control, Communications and Computer Division (DIR, C4).

Appendix B

AIS PROJECT COST CATEGORIES

1. The following cost categories are to be used in presenting AIS project costs:

     a. Personnel Costs - The total cost of civilian and military personnel required for the development of the AIS, such as programmers, system analysts, and functional analysts. This also includes personnel whose work is not in direct support, but whose employment is necessary, such as contract management, training, custodial and security personnel. Use the personnel cost rates contained in the current edition of MCO P7000.14. The "total" annual cost rate should be used, prorating as necessary. Also the cost of Training tuition and fees will be reported as personnel training costs. All TAD expenditures for the development personnel as well as user orientation, conference and training TAD costs will be reported.

     b. Equipment - The cost of equipment acquired to support the AIS project and equipment acquired to support the AIS once it becomes operational such as microcomputer workstations and minicomputers. IF equipment is leased or leased-to-buy, this must also be reported. The cost of equipment maintenance, any installation costs, and contracted equipment support costs must be included.

     c. Software - The cost of software purchased to support the AIS project as well as the cost of contracted software development will be reported. Do not report in-house development costs reported elsewhere. Report any maintenance or lease fees paid to vendors.

     d. Supplies/Material - Report the cost of all consumable supplies and materials purchased or used in either direct support of the AIS project, such as computer paper or magnetic tape, or indirect support such as administrative, custodial and audiovisual materials.

     e. Facilities - Report the direct or indirect cost of buildings used in support of the AIS development project. This includes the construction, modification or lease cost of buildings or spaces. The cost of telephones, less contracted telecommunications support, utilities and building maintenance will be reported. Any site preparation or unique costs of operation related to, or caused by, the project will be included. The cost of relocating other activities to provide space for the project must be reported.

f. Other Contracted Services - Report the cost of contracted telecommunications, training, automated data processing (ADP) and consulting services. Telecommunications costs include data communications network services, associated telecommunications line charges, and channel lease and rental. This should not include the general telecommunications supplied by through the Marine Corps Data Network (MCDN). The cost of the preparation of training materials or courses as well as the providing of instructor or classroom support, not tuition, will be reported as a training services cost. The cost of ADP services, includes, but is not limited to, such services as data entry, report reproduction or processing support. Any reports, studies, or consulting services contracted in support of the project will be reported.

g. General Support ADP - Report the cost of the Marine Corps general support processing and telecommunications services used by the AIS project. This includes the cost to operate the RASC's, MCCDPA's, RJE facilities as well as MCDN. C4 Division can provide assistance in determining these costs.

h. Other Costs - Any cost which cannot be attributed to the above categories.

2. Appendixes C and D prescribe the format for presenting AIS cost categories in the AIS Project Baseline Plan and the AIS Project Baseline Document.

Appendix C

AIS PROJECT BASELINE PLAN FORMAT

1. The following is a sample of the AIS Project Baseline Plan
format. Rough examples are provided for greater understanding,
where required.

a. Cover Page Format Sample

                                                        5231
                                                        [code]
                                                        [date]

        From: [project manager]
        To: [functional manager(s)]

        Subj: AIS PROJECT BASELINE PLAN FOR [name of system]

        Ref: (a) MCO P5231.1
                (b) IRM-5231-21 (AIS Project baselining)

            [organize enclosures as appropriate]
        Encl: (1) AIS Project Baseline
                (2) AIS Project Baseline Document Completion Plan

        1. The enclosures are provided per the guidance contained
        in references (a) and (b).

        2. Organization. [Provide the name of the functional
        manager, project manager, organization and telephone
        number.]

        3. Objective. [Provide the objective of the AIS being
        developed or acquired.]

        4. Requirements. [Provide a concise statement of the
        projected AIS project, schedule, cost and funding
        requirements.]

                    [signature of the project manager]

b. **AIS Project Baseline Format Sample**. Project baseline information should be divided into as many enclosures as are appropriate to display the available information. References and attachments may be used to assist in providing the information.

AIS Project Baseline

1. **List of Functional Requirements**. The Financial Management System (FMS) will satisfy the following functional requirements.

    a. Capture and validate financial data from source documents.

    b. Exchange financial data with automated systems such as supply and payroll.

    c. Distribute financial data to field activities.

    d. Multi-level user support.

    e. Etc.

2. **AIS Project Content**. The following project content for the FMS project have been determined to satisfy the stated functional requirements.

    a. Capture (one time) and concurrently validate all financial data directly from source documents.

    b. Exchange financial data electronically with related automated systems.

    c. Produce data in AUTODIN acceptable media.

    d. Provide workstations/terminals at all field activities.

    e. Etc.

3. **Project Schedule**.

Event	Completion
Concepts Development Phase (SDP I)	1 Mar 89
General Design	1 Jun 89
Design Phase (SDP II)	1 Sep 89
Support Plans	1 Jul 90
Development Phase (SDP III)	1 Oct 90
Deployment Phase	1 Aug 91

4. Approved Funding

Appn	FY90	FY91	FY92	FY93	Total

APPROVED FUNDING   ($000)

O&M	150	300	300	300	1,050
MILCON	100	115	30	15	260

DEFICIENCIES   ($000)

O&M	425	1,000	965	950	3,340

5. AIS Project Cost ($000)

	FY90	FY91	FY92	FY93	Total
Personnel					
1. Military	190	1,440	1,560	1,135	4,325
2. Civilian	120	1,015	925	1,005	3,065
3. Training	5	5	5	5	20
4. TAD	5	10	15	10	40
Equipment					
1. Purchase	85	75	100	55	315
2. Lease	5	5	5	5	20
3. Maintenance	10	5	15	5	35
4. Installation	150	20	0	0	170
Software					
1. Contracted Development	115	120	115	110	460
2. Purchase	5	0	5	0	10
3. Lease	0	0	0	0	0
4. Maintenance	10	10	10	10	40
Supplies/Material	20	5	15	5	45
Facilities					
1. Lease	30	25	20	5	80
2. Maintenance /Modification	0	0	0	0	0
3. Construction	100	115	30	15	260
4. Utilities	15	55	65	65	200
5. Telephones	5	5	5	5	20

	FY90	FY91	FY92	FY93	Total
Other Contracted Services					
1. Telecommunications	0	0	0	0	0
2. Training	0	5	10	5	20
3. Processing	15	0	15	10	40
4. Studies/Consulting	0	0	10	20	30
General Support ADP					
1. Regional Computing Support	50	415	505	410	1,380
2. MCDN	5	5	5	5	20
Other Costs	0	0	0	0	0
Cumulative Total	940	3,335	3,435	2,885	10,595

c. **AIS Project Baseline Document Completion Plan Format Sample.**
Those areas of the AIS Project Baseline Plan which need to be
improved to arrive at an AIS project Baseline Document suitable for
signing will be addressed in the completion plan. Discussion of
each effected area should show what efforts or actions are planned
or on-going to clarify, validate or enhance the baseline
information.

AIS Project Baseline Document Completion Plan

1. **List of Functional Requirements.** The FMS functional
requirements are being validated by major command financial
management officers. The complete list of functional
requirements will be prioritized by the Fiscal Director of
the Marine Corps based on weighted values assigned by users.

2. **AIS Project Content.** Based on the prioritized list of
functional requirements the Project Manager will determine
the complete AIS project Content requirements. This will be
done by 30 June 1989.

3. **Project Schedule.** The schedule in the AIS Project
Baseline Plan was developed based on historical data for
projects of similar size and complexity. The schedule
details will be expanded to include each project
deliverable.

4. **Approved Funding**. The funding deficiencies identified have been submitted in the mid-year review process. Out-year requirements will be addressed in the FY-92 POM.

5. **AIS Project Cost**. The military personnel resources identified in the AIS project cost exhibit may be expanded to include telecommunications specialists based on the functional requirement to provide satellite links with deployed units. The facilities resource cost is based on space presently available to the FMS project team. If a current initiative to reallocate that space for other uses is successful, the facilities resource cost will increase dramatically to provide higher-cost leased space for the team. If this occurs, additional O&M funding would be required.

Appendix D

AIS PROJECT BASELINE DOCUMENT FORMAT

1. The following is a sample of the AIS Project Baseline Document
format. Rough examples are provided for greater understanding,
where required.

a. Cover Page Format Sample

                                                    5231
                                                    [code]
                                                    [date]

        From: [functional manager(s)]
                Deputy Chief of Staff, Requirements and Programs
                Fiscal Director of the Marine Corps
                Director, Command and Control, Communications and
                Computer Division
        To: [approval authority]

        Subj: AIS PROJECT BASELINE PLAN FOR [name of system]

        Ref: (a)   MCO P5231.1_
                (b)   IRM-5231-21 (AIS Project baselining)

            [organize enclosures as appropriate]
        Encl: (1)   AIS Project Baseline
                (2)   AIS Project Baseline Change Log
                (3)   Deferred AIS Project Content

        1. The enclosures are provided per the guidance contained
        in reference (a) and (b).

        2. Organization. [Provide the name of the functional
        manager, project manager, organization and telephone
        number.]

        3. Objective. [Provide the objective of the AIS being
        developed or acquired.]

        4. Requirements. [Provide a concise statement of the
        projected AIS project, schedule, cost and funding
        requirements.]

        5. Commitment. The undersigned agree that the FMS project
        shall be managed to satisfy the requirements within the
        approved funding and schedule provided in enclosure (1).
        Modifications initially agreed to have been modified as
        documented in enclosure (2). We are taking steps to acquire

the resources required to accomplish the deferred AIS
Project Content, documented in enclosure (3).

[Signatures of the functional manager(s), Deputy Chief of
Staff for Requirements and Programs (DC/S, R&P), the Fiscal
Director of the Marine Corps (FDMC), and the Director,
Command and Control, Communications and Computer Division
(DIR, C4).]

. Change Log Format Sample. The change log will summarize
hanges to the AIS Project Baseline Document.

Date: 31 March 1989   Type of Change: Directed Baseline
    Change

Adjustment: The FMS project schedule has been extended by
30 days because of contractor problems. Additional O&M
funding in FY 91, in the amount of $150,000, will be
required and have been identified.

Funding Cap: No funding cap has been assigned.

Reference: Director, MCCDPA, Kansas City letter 5231 over
DFG dtd 1 March 1989.

Date: 28 April 1990   Type of Change: Update

Adjustment: The FMS project schedule for implementation
has been reduced by 25 days. This change has been made for
the SDP II.

Funding Cap: No funding cap has been assigned.

Reference: PMP change dtd 3 April 1990.

. AIS Project Baseline Format Sample. The project baseline
nformation should be divided into as many enclosures as are
ppropriate to display the available information. References and
ttachments may be used to assist in providing the information.

AIS Project Baseline

1. <u>List of Functional Requirements</u>. The following functional requirements for the Financial Management System (FMS) project have been identified by major command financial managers and are listed in priority sequence.

    a. Capture and validate financial data from source documents.

    b. Exchange financial data with automated systems such as supply and Payroll.

    c. Distribute financial data to field activities.

    d. Provide for the permanent storage of financial records.

    e. Multi-level user support.

    f. Etc.

2. <u>AIS Project Content</u>. The following project content for the FMS project has been determined to satisfy the stated functional requirements.

    a. Capture (one time) and concurrently validate all financial data directly from source documents.

    b. Exchange financial data electronically with related automated systems.

    c. Produce data in AUTODIN acceptable media.

    d. Create microfiche of financial records.

    e. Provide workstation terminals for all field commands.

    f. Etc.

3. <u>Project Schedule</u>

<u>Event</u>	<u>Completion</u>
Design Phase (SDP II)	1 Sep 89
Users Manual	1 Jun 89
Computer Operations Manual	1 Jul 89
Support Plans	1 Aug 90

AIS PROJECT BASELINING
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Update Project Management Plan   1 Sep 89
Development Phase (SDP III)   1 Oct 90
Deployment Phase   1 Sep 91

4. Approved Funding

Appn	FY90	FY91	FY92	FY93	Total

APPROVED FUNDING   ($000)

Appn	FY90	FY91	FY92	FY93	Total
O&M	575	1,300	1,265	1,250	4,390
MILCON	100	115	30	15	260

5. AIS Project Cost ($000)

	FY90	FY91	FY92	FY93	Total
Personnel					
1. Military	190	1,440	1,560	1,135	4,325
2. Civilian	120	1,015	925	1,005	3,065
3. Training	5	5	5	5	20
4. TAD	5	10	15	10	40
Equipment					
1. Purchase	85	75	100	55	315
2. Lease	5	5	5	5	20
3. Maintenance	10	5	15	5	35
4. Installation	150	20	0	0	170
Software					
1. Contracted Development	115	120	115	110	460
2. Purchase	5	0	5	0	10
3. Lease	0	0	0	0	0
4. Maintenance	10	10	10	10	40
Supplies/Material	20	5	15	5	45
Facilities					
1. Lease	30	25	20	5	80
2. Maintenance /Modification	0	0	0	0	0
3. Construction	100	115	30	15	260
4. Utilities	15	55	65	65	200
5. Telephones	5	5	5	5	20

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	FY90	FY91	FY92	FY93	Total
Other Contracted Services					
1. Telecommunications	0	0	0	0	0
2. Training	0	5	10	5	20
3. Processing	15	0	15	10	40
4. Studies/Consulting	0	0	10	20	30
General Support ADP					
1. Regional Computing Support	50	415	505	410	1,380
2. MCDN	5	5	5	5	20
Other Costs	0	0	0	0	0
Cumulative Total	940	3,335	3,435	2,885	10,595

6. **Glossary**

AIS   - Automated Information System
FMS   - Financial Management System
M3S   - Marine Corps Standard Supply System
MCDN - Marine Corps Data Network
RASC - Regional Automated Services Center
SABRS- Standard Accounting, Budgeting and Reporting System

d. **Deferred AIS Project Content Attachment Sample**. All deferred AIS Project Content elements must be listed.

Deferred AIS Project Content Attachment

I&I user terminals - User terminals to be provided to the I&I staffs cannot be provided by with the current funding and schedule. This deferral was agreed to on 31 March 1989. PMC funds ($377,000 in FY92) to acquire this content element fully have been requested through reprogramming.

COMMENTS/REVISIONS

Technical publications under the Information Resources Management (IRM) Standards and Guidelines Program (MCO 5271.1) are reviewed annually. Your comments and/or recommendations are strongly encouraged.

IRM Tech Pub Name: Automated Information System (AIS) Project
                     Baselining

IRM-5231-21 (Number)   Date of Tech Pub: 26 June 1989

COMMENTS/RECOMMENDATIONS: _____

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Name/Rank: _____(optional)

Unit: _____(optional)

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