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MARCORSYSCOM

Acquisition Guidebook (MAG)

V1.0 (March 2012)

This guidebook is available electronically on the Command Library and the IMDP SharePoint site. It is recommended that the electronic version be accessed, as this provides users access to hyperlinks and updated references.

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REFERENCES

a) MARCORSYSCOM Order 5401.1, 9 Aug 2011, Competency Aligned Organization/Integrated Product Team Implementation

b) DoDI 5000.02, 8 Dec 2008, Operation of the Defense Acquisition System

c) SECNAVINST 5000.2E, 1 Sep 2011, Implementation and Operation of the Defense Acquisition System and the Joint Capabilities Integration and Development System

d) Defense Acquisition Guidebook (DAG), 29 Jul 2011

e) MARCORSYSCOM Order 5000.3A, 8 Mar 2012, Implementation of Marine Corps Systems Command (MARCORSYSCOM) Acquisition Guidebook (MAG) and Probability of Program Success (PoPS) Version 2 (V2) Procedures

f) Marine Corps Order 3900.17, 17 Oct 2008, The Marine Corps Urgent Needs Process (UNP) and the Urgent Universal Needs Statement (Urgent UNS)

g) Acquisition Policy Letter 08-07, 10 Oct 2007, Acquisition Decision Memorandum (ADM) Procedures in response to Urgent Statements of Need (USON)

h) CJCSI 3170.01G, 1 Mar 2009, Joint Capabilities Integration and Development System

i) Joint Capabilities Integration and Development System Manual, 31 Jan 2011

j) Marine Corps Order 3900.15B, 10 Mar 2008, Marine Corps Expeditionary Force Development System (EFDS)

k) DoDD 5000.01, 20 Nov 2007, The Defense Acquisition System

l) ASN RDA Memorandum, 18 Jul 2008, Implementation of Systems Design Specification (SDS) Guidebook and Associated System Specific Appendices

m) USMC Integrated Test and Evaluation Handbook, 6 May 2010

n) Acquisition Policy Letter 5-09, 17 Nov 2009, Fielding Decision Process

o) USD AT&L Guide, 1 Oct 1999, Rules of the Road: A Guide for Leading Successful Integrated Product Teams

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q) Integrated Master Plan and Integrated Master Schedule Preparation and Use Guide V0.9, 21 Oct 2005

r) Risk Management Guide for DoD Acquisition Sixth Edition V1.0, 4 Aug 2006

s) USD AT&L Memorandum, 23 Jun 2011, Directive-Type Memorandum (DTM) 11-009, Acquisition Policy for Defense Business Systems (DBS)

t) Acquisition Policy Letter 02-09, 26 May 2009, Modifications to Systems

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v) MCSC Technical Review Handbook V1.04, Apr 2009

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Chapter 1: EXECUTIVE SUMMARY

1.1 Scope of this Guidebook.

This Guidebook provides:

- A consolidated overview of internal Marine Corps Systems Command (MARCORSYSCOM) acquisition processes. The Guidebook is designed to leverage and support Competency Aligned Organization (CAO) principles (Reference (a)).
- A quick, ready reference for identifying the major reviews, approval levels, and documentation requirements.
- Helpful advice from our "corporate memory" to Program Managers (PMs) and their Integrated Product Teams (IPTs), as well as team members who are new to MARCORSYSCOM and/or to the acquisition process. For example, Enclosure (o) of this Guidebook "12 Steps to Program Success - Tips for the PM" provides lessons learned and advice to assist the PM in executing a successful program.
- Hyperlinks to MARCORSYSCOM guidance and higher level policy and references.
- A list of key acquisition experts and process managers to assist the PMs/IPTs.

The content provided herein leverages and aligns with existing higher level policy, guidance, and regulations.

This Guidebook does not:

- Apply to Program Executive Officer (PEO) Land Systems (LS).
- Supersede existing Instructions, Directives, Notices, or otherwise established Department of Defense (DoD)/Department of the Navy (DoN) or Marine Corps Acquisition Policies.
- Describe every activity and/or document required to manage a program within MARCORSYSCOM.
- Provide a "cookbook" approach to our acquisition process. The uniqueness of each acquisition program precludes such an approach.

This Guidebook supersedes the following MARCORSYSCOM orders, policies, and guidance:

- Marine Corps Systems Command Order (MARCORSYSCOMO) 5000.3 Interim Implementation of MARCORSYSCOM PoPS Core Briefing

Charts and PoPS V2 for MARCORSYSCOM Acquisition Category (ACAT) III & IV Programs (2010).
- Implementation of MARCORSYSCOM Probability of Program Success (PoPS) Policy 3-09 (2009).
- Assignment of ACAT Designation and Delegation of Milestone Decision Authority (MDA)/Program Decision Authority (PDA) Policy 2-08 (2008).
- Project Team Leaders (PTL) Guide V1.3 (2007).
- Milestone Decision Process (MDP) Guide V3 (2006).
- Acquisition Procedures Handbook (APH) (2000).

1.2 When Should this Guidebook Be Used?

This Guidebook applies to all MARCORSYSCOM ACAT III, IV programs, and Abbreviated Acquisition Programs (AAPs) as well as efforts which have not yet received an ACAT designation.

It is the responsibility of the PM to use this Guidebook together with:

- Guidance from the MDA, through Acquisition Decision Memorandums (ADMs) or other direction, as applicable.
- The MARCORSYSCOM Integrated Milestone Decision Process (IMDP) SharePoint site and MARCORSYSCOM PoPS core briefing charts.
- Appropriate higher-level guidance (DoDI 5000.02 (Reference (b)), SECNAVINST 5000.2E (Reference (c)), and other applicable law, regulation and policy to include MARCORSYSCOM policy and guidance).
- Applicable technical, engineering, logistics, financial, contracting, test, and information assurance policy.
- The advice of the Milestone Assessment Team (MAT), Strategic Business Team (SBT), and Assistant Commander, Programs (ACPROG) Assessments as appropriate.

1.2.1 MARCORSYSCOM IMDP SharePoint.

All relevant information regarding the MARCORSYSCOM Milestone Decision Process is located on the IMDP SharePoint site. Materials include:

- MARCORSYSCOM tailored PoPS core briefing charts with entrance and exit criteria for each Milestone (MS) and Key Acquisition Event (KAE).
- Frequently Asked Questions (FAQs).

- Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN RDA) Naval PoPS instructions.
- Hyperlinks to:
  - MARCORSYSCOM Competency Knowledge Centers and documents (e.g. Deputy Commander, Systems Engineering, Interoperability, Architectures, & Technology (DC SIAT); Assistant Commander, Life Cycle Logistics (AC LCL); AC Contracts; Deputy Commander, Resource Management (DC RM), etc.).
  - Defense Acquisition University (DAU) Acquisition Community Connection (ACC) and Defense Acquisition Portal (DAP).
  - MARCORSYSCOM guidebooks and policies.
  - Higher level guidance (e.g. the DoD 5000 series, SECNAVINST 5000.2E, Defense Acquisition Guidebook (DAG) (Reference (d)), Under Secretary of Defense for Acquisition, Technology, and Logistics (USD AT&L) memoranda and much, much more).

The IMDP SharePoint site is your "one stop shop" for locating relevant acquisition information tailored to MARCORSYSCOM programs.

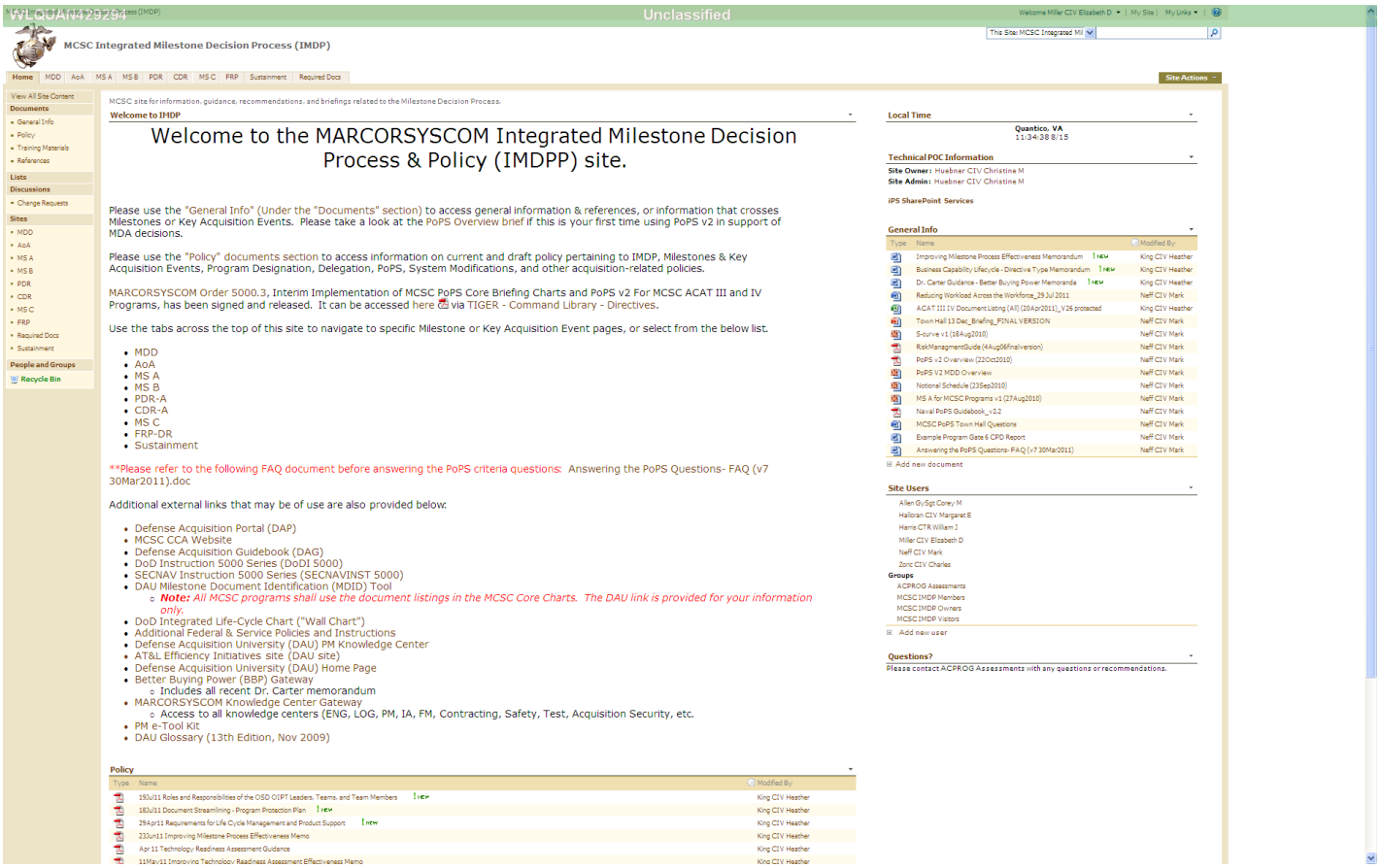


Figure 1A. IMDP SharePoint Site

1.2.2 PoPS V2 & MARCORSYSCOMO 5000.3A.

PoPS is the mandatory methodology used to assess the status and health of Navy & Marine Corps ACAT programs and pre-ACAT efforts, at every program review and MS Decision. PoPS V2, mandated by ASN RDA on 12 May 2010, requires the use of specific criteria questions and briefing templates.

The MARCORSYSCOM PoPS core briefing charts provide detailed instructions for preparing PoPS briefing packages for ACAT III and IV programs, and AAPs for each MS/KAE.

MARCORSYSCOMO 5000.3 "Interim Implementation of MARCORSYSCOM PoPS Core Briefing Charts and PoPS V2 for MARCORSYSCOM ACAT III & IV Programs" was signed by Commander, MARCORSYSCOM (COMMARCORSYSCOM) on 9 Dec 2010. The order required all MARCORSYSCOM ACAT III & IV programs to convert to PoPS V2 by 6 Apr 2011.

MARCORSYSCOMO 5000.3A "Implementation of Marine Corps Systems Command (MARCORSYSCOM) Acquisition Guidebook (MAG) and Probability of Program Success (PoPS) Version 2 (V2) Procedures" (Reference (e)) supersedes MARCORSYSCOMO 5000.3. This order encompasses all features of MARCORSYSCOMO 5000.3 and requires the use of this Guidebook.

MARCORSYSCOMO 5000.3A and the MARCORSYSCOM PoPS core briefing charts are located on the IMDP SharePoint site.

Additional guidance regarding MARCORSYSCOM implementation of PoPS is provided in Chapter 3 of this Guidebook.

Chapter 2: MARCORSYSCOM IMPLEMENTATION OF THE DEFENSE ACQUISITION MANAGEMENT SYSTEM

2.1 Transition of Requirements to the Acquisition Process.

Headquarters Marine Corps (HQMC) Combat Development and Integration (CD&I) is assigned as the Marine Air Ground Task Force (MAGTF)/Naval Integrator with the authority and responsibility to conduct capabilities-based expeditionary force development. As such, CD&I shall validate all requirements submitted to Commander, Marine Corps Systems Command (COMMARCORSYSCOM).

The Marine Corps Systems Command (MARCORSYSCOM) Assistant Commander, Programs (ACPROG) Requirements Transition Team (RTT) works with CD&I to facilitate the development and transition of requirements into the acquisition process. The RTT consists of a Requirements Transition Officer (RTO) from ACPROG, a Requirements Transition Engineer from Systems Engineering, Interoperability, Architectures, and Technology (SIAT), and a Requirements Transition Logistician from Assistant Commander, Life Cycle Logistics (AC LCL).

CD&I works with the RTT, key stakeholders, and prospective Program Manager (PM) as early as possible to ensure that the final requirement is clear, concise, executable, affordable, and testable. This includes ensuring that there is adequate trade space in cost, performance, and schedule targets to allow for development of an affordable materiel solution.

Final requirements for all materiel solutions must be approved by CD&I and may take the form of a standard Joint Capabilities Integration and Development System (JCIDS) document (Initial Capabilities Document (ICD), Capability Development Document (CDD), or Capability Production Document (CPD)). In some cases, CD&I may elect to issue a Statement of Need (SON) in lieu of a JCIDS requirements document. In addition, a Letter of Clarification (LOC) may be issued to update or revise an existing ICD, CDD, CPD, or SON.

In the case of Defense Business Systems (DBS), the requirement is referred to as a Problem Statement. Some older programs (initiated prior to 2005) are based on a requirements document referred to as an Operational Requirements Document (ORD). The PM may not initiate or continue acquisition activities based on an ORD unless CD&I has validated the currency and relevance of

the ORD within the past 36 months via LOC or other written means.

The MARCORSYSCOM Requirements Transition Guide (under development), the Chairman of the Joint Chiefs of Staff Instruction CJCSI 3170.01G (Reference (h)), the JCIDS Manual (Reference (i)), and Marine Corps Order MCO 3900.15B (Reference (j)) provide detailed information regarding the requirements process.

In most cases, CD&I generates and validates the requirement. However, for some efforts, other HQMC Organizations may generate the initial requirement in close collaboration with CD&I. In these cases, the requirement must be validated by CD&I prior to submission to COMMARCORSYSCOM for execution.

Once a requirement has been validated, it is submitted to the MARCORSYSCOM RTT. The RTT formally accepts the requirement on behalf of COMMARCORSYSCOM, and works with key stakeholders to assign a lead Product Group Director (PGD) and supporting PGDs if appropriate. In turn, the PGD will assign a PM. The PM is responsible for executing program management and acquisition activities to deliver a materiel solution consistent with the validated requirement and Milestone Decision Authority (MDA) guidance. Individual PMs are not authorized to formally accept requirements on behalf of COMMARCORSYSCOM. All requirements to include the original document and subsequent updates or revisions must be provided to the RTT for review and assignment.

Where there is an urgent or compelling need to deliver capability to the warfighter as quickly as possible, the Commanders of the Operating Forces prepare and submit an Urgent Universal Needs Statement (UUNS) to CD&I. In turn, CD&I will provide the UUNS to COMMARCORSYSCOM. The UUNS process is described in MCO 3900.17 (Reference (f)). The MARCORSYSCOM process for accepting UUNS and the acquisition approach to implement them is described in MARCORSYSCOM Acquisition Policy Letter (APL) 08-07 (Reference (g)).

The SECNAVINST 5000.2E includes new processes for expedited delivery of urgent capabilities to the warfighter. These are described below.

- **Rapid Deployment Capability (RDC) Process and Procedures.** The RDC process is a tailored approach for initiating and managing development of a capability for rapid deployment that may transition to an acquisition program. RDC

provides the ability to react immediately to a newly discovered *technology* or potential enemy threat(s) or urgent safety situations by using accelerated and streamlined procedures. Candidate RDC efforts are identified by CD&I and submitted for approval by Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN RDA). For additional information see SECNAVINST 5000.2E Chapter 1.8.2.

- **Rapid Development and Deployment (RDD) Process and Procedures.** RDD efforts are established to demonstrate the ability of new technologies to meet the urgent needs of deployed forces. RDD efforts may be considered when a validated Marine Corps UUNS cannot be satisfied with an off-the-shelf solution and a prototype solution can be developed within 18 months. Candidate RDD efforts are identified by CD&I and submitted for approval by ASN RDA. For additional information see SECNAVINST 5000.2E Chapter 1.8.3.

In addition, the SECNAVINST 5000.2E Chapter 1.1.2.3 provides implementation guidance relative to the Information Technology Box (IT Box) approach which streamlines the requirements process for IT programs. The IT Box approach provides flexibility to allow programs to incorporate evolving technologies. This approach normally applies to systems that do not need to develop hardware systems (i.e., they use commercial off-the-shelf (COTS) hardware, or hardware has already been developed) and research and development (R&D) funding is spent solely on software development. However, some materiel development may be allowed.

The IT Box framework is defined by four critical elements:

- Definition of threshold capability levels based on current technology.
- Defined process for oversight and approval of future technology enhancements.
- Defined plan for delivering enhanced capabilities.
- Defined level of funding.

CD&I will identify programs where the IT Box may be applicable and work closely with the MDA to ensure that all stakeholders concur with the IT Box framework and program specific implementation parameters.

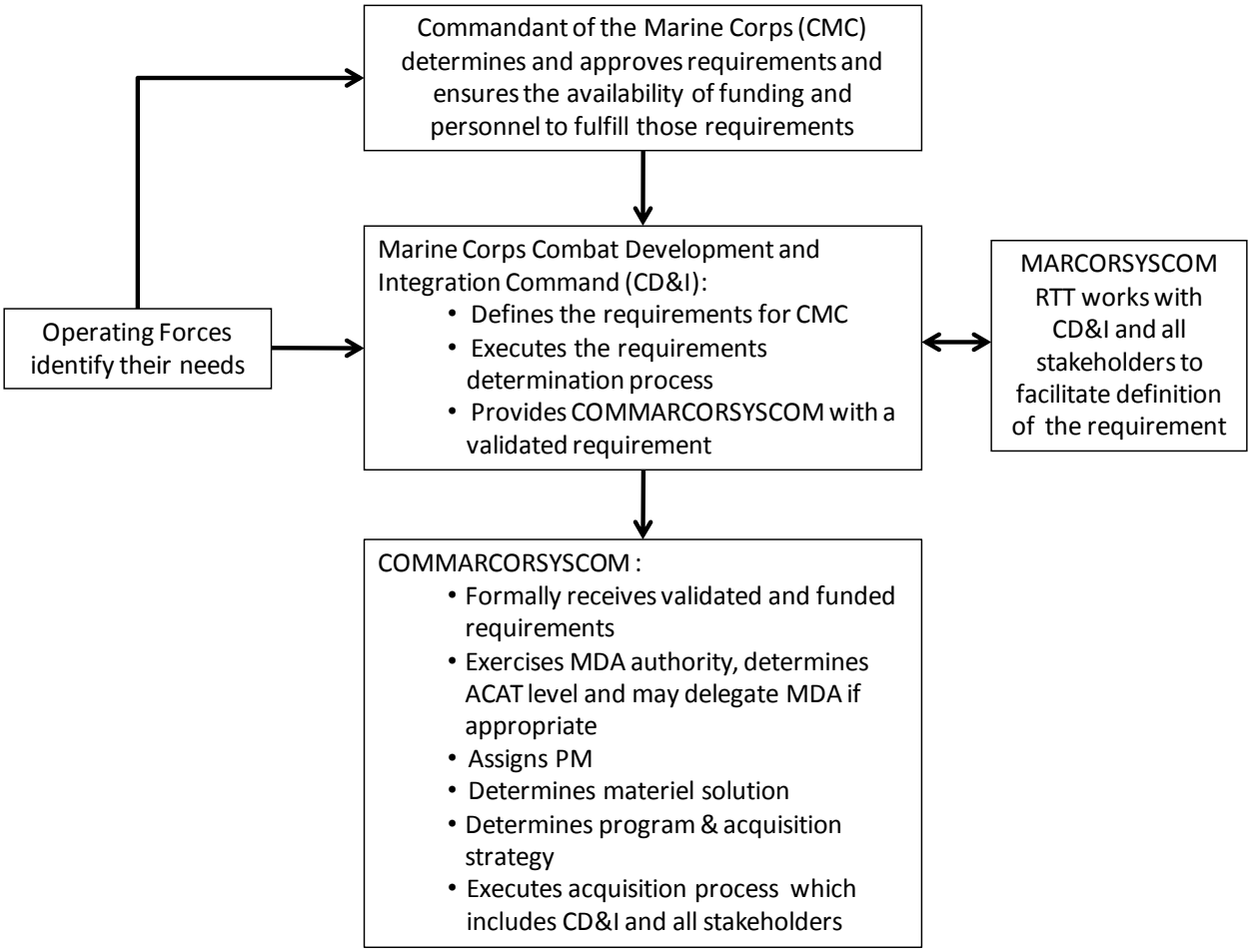


Figure 2A. Top Level View of the Requirements Process

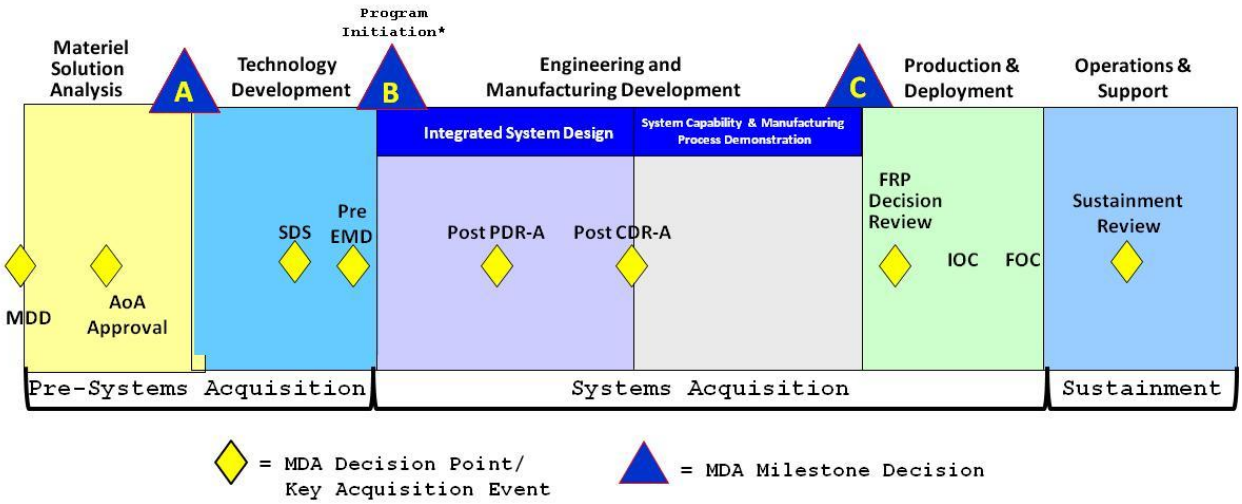
2.2 Overview.

MARCORSYSCOM Acquisition Category (ACAT) programs and pre-ACAT efforts follow the Defense Acquisition Framework shown in Figure 2B, established by DoDI 5000.02. Please note the formal terminology for the Defense Acquisition Framework is the DoD Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System. We will use the term Defense Acquisition Framework in this Guidebook for ease of reference.

The MDA tailors the Defense Acquisition Framework consistent with the level of programmatic and technical risk, to provide effective capability to the warfighter as fast as possible. The MDA will tailor the specific Milestones (MS) and Key Acquisition Events (KAEs) for each individual program.

In general, the MDA may require complex or high risk programs to execute many, or all of the MS and KAEs. For example, a new

start program with significant development will likely be required to execute all the below MS and KAEs. In contrast, the MDA may determine that a lower risk effort will enter the Defense Acquisition Framework at MS B, MS C, etc. and may elect to tailor out or combine supporting reviews and documentation.



- The Materiel Development Decision precedes entry into any phase of the acquisition management system
- * Program initiation typically occurs at MS B or MS C

Figure 2B. Defense Acquisition Framework

2.3 Defense Acquisition Framework - Summary of Milestones (MS), Key Acquisition Events (KAEs), and Acquisition Phases.

The Defense Acquisition Framework:

- Consists of periods of time called phases separated by decision points referred to as MS or KAEs.
- Provides for multiple entry points consistent with a program's technical maturity, performance, documentation criteria, validated requirements, and funding.

The MDA reviews entrance criteria for each phase to determine the appropriate point for a program to enter the framework. Progress through the framework depends upon demonstrating compliance with the appropriate entrance and exit criteria for each phase (defined below), to include required engineering and logistics reviews, sufficient funding, completion of required documentation, demonstration of technical maturity, and completion of appropriate contracting events.

- **Entrance Criteria -** Entrance criteria are phase specific accomplishments established by DoDI 5000.02 which must be completed before a program is allowed to enter a particular phase, MS, or KAE. This may include maturity, performance, and documentation criteria. Entrance criteria for each MS and KAE are shown on the MARCORSYSCOM Probability of Program Success (PoPS) core briefing charts. A sample is shown in Enclosure (b).

  Entrance criteria should not be part of the Acquisition Program Baseline (APB) and are not intended to repeat or replace APB requirements or program specific exit criteria established within the Acquisition Decision Memorandum (ADM). Status of entrance criteria is reported to the MDA via the MARCORSYSCOM PoPS core briefing charts.

- **Exit Criteria** - At each MS and KAE, the PM together with the Milestone Assessment Team (MAT) or Strategic Business Team (SBT), will develop and propose exit criteria for the next phase, MS, or KAE. Exit criteria are approved by the MDA and included in the ADM.

  Exit criteria are specifically tailored for each unique program. They normally track progress in important technical, schedule, or management risk areas. Unless waived, or modified by the MDA, exit criteria must be satisfied for the program to proceed to the next MS or KAE.

  Exit criteria should not be part of the APB and are not intended to repeat or replace APB requirements or the entrance criteria specified in DoDI 5000.02. Status of approved exit criteria is reported to the MDA via the MARCORSYSCOM PoPS core briefing charts.

Knowledge Based Acquisition (KBA). DoDD 5000.01 (Reference (k)) requires the MDA to ensure there is sufficient knowledge in place (e.g. critical entrance criteria have been met) before authorizing program initiation or proceeding to the next phase or MS. This is referred to as Knowledge Based Acquisition (KBA). Emphasis is placed on accurate assessments of technology maturity, design maturity, production readiness, supportability, and other criteria. The MARCORSYSCOM PoPS core briefing charts are structured to support KBA as follows:

- A mandatory chart provides MDA visibility to required DoDI 5000.02 entrance criteria for each MS and KAE.

- The PM populates the entrance criteria chart with program specific status for each entrance criterion.

Additional information is available in DAG Chapter 11.5.

The MARCORSYSCOM PoPS core briefing charts provide a detailed description of the entry criteria and output products for each MS and KAE, along with required documents, briefing content, and notional timelines.

2.3.1 Milestones and Key Acquisition Events.

Below is a brief summary of each MS and KAE, along with an explanation of how they are typically tailored at MARCORSYSCOM to address the unique characteristics of ACAT III and IV programs, as well as AAPs.

Major Milestones. DoDI 5000.02 establishes three major milestones during which the MDA authorizes the program to proceed to the next phase of the acquisition process and/or program initiation. These are:

- MS A - approves entry into the Technology Development (TD) phase.
- MS B - approves entry into the Engineering and Manufacturing Development (EMD) phase.
- MS C - approves entry into the Production and Deployment (P&D) phase.

KAEs/MDA Decision Points. DoDI 5000.02 establishes several MDA decisions which are not considered to be major MS Decisions. These are commonly known as KAEs or MDA Decision Points. These reviews are critical in that the progress of the program towards the next major MS event or phase is assessed by the MDA. The MDA determines which KAEs are applicable to an individual program. These are:

- Materiel Development Decision (MDD) – approves entry into the Materiel Solution Analysis phase (or subsequent phase if appropriate).
- Analysis of Alternatives (AoA) Approval.
- System Design Specification (SDS) – DC SIAT approves the SDS well in advance of the Pre-EMD Review. The MDA will assess the status of the SDS at the Pre-EMD Review prior to Request for Proposal (RFP) release. See ASN RDA

Memorandum, 18 July 2008, (Reference (l)) and Chapter 2.3.2, for guidance regarding the SDS.

- Pre-Engineering and Manufacturing Development (Pre-EMD) Review.
- RFP release – If RFP release is requested prior to MS B, then MDA approval must be obtained.
- Preliminary Design Review Assessment (PDR-A).
- Critical Design Review Assessment (CDR-A).
- Full Rate Production Decision Review (FRP DR).
- Sustainment Review - authorizes entry into sustainment and is typically combined with the Post Implementation Review (PIR).

MDA Reviews and Acquisition Decision Memorandums (ADMs). At each MS and KAE, the MDA will:

- Review the applicable MARCORSYSCOM PoPS core briefing charts which highlight the following:
  - Compliance with the entrance criteria established by DoDI 5000.02.
  - Compliance with the exit criteria established by the previous ADM (if applicable).
  - Status of required program documentation, events, and other MS specific requirements such as engineering reviews, Integrated Logistics Assessments (ILAs), test and evaluation events, etc.
  - Funding status.
  - Risks and handling strategies.
  - Status of the requirement and Concept of Operations (CONOPS).
- Review the recommendation of the MAT for programs where COMMARCORSYSCOM has retained MDA or the SBT for programs where MDA has been delegated to a PGD.

- Review compliance of the program with previously established cost and schedule performance parameters per the APB.

After completion of the above, the MDA will issue an ADM. The ADM will:

- Document the decision made.
- Establish the next MS or KAE and target date as appropriate.

- Establish program unique exit criteria that must be met before the next MS or KAE.

At any MS or KAE, the MDA may determine that a program is not ready to proceed to a subsequent MS or KAE. In this case, the MDA may elect to issue an ADM directing appropriate action to include the development of specific metrics in support of a "get-well" plan.

2.3.2 Summary of Acquisition Phases.

Phase One - Materiel Solution Analysis. This is the first phase of the Defense Acquisition Framework. Prospective ACAT programs (also referred to as pre-ACAT efforts) enter this phase after MDD. This phase ends when the AoA has been completed, the MDA has approved the content of the AoA, and selected a preferred materiel solution.

- **MDD Review**. Prospective programs must proceed through a MDD to ensure they are based on an approved requirement and a rigorous assessment of alternatives. The MDD is the first entry point into the acquisition process and is **mandatory**.

  At the MDD, the MDA will issue an ADM that:

  - Approves the AoA study guidance or similar analytical product (i.e. market research, business case analysis, etc.) or, approves a waiver for the conduct of an AoA. *(Note: All recommendations regarding the AoA Study Guidance and its conduct (to include waivers) must be coordinated through the MARCORSYSCOM AoA Integrated Product Team (IPT)).* Additional guidance is provided in the MARCORSYSCOM PoPS MDD core briefing charts.

  - Approves entry into the appropriate acquisition phase based on the program's alignment with the specific entrance criteria established for each phase in DoDI 5000.02 and determines the next MS or KAE.

  - May assign an ACAT designation and delegate MDA if sufficient information such as estimated cost, program scope, potential impact to combat capability, and complexity is available to support an informed decision. If sufficient information is not available at the time of the MDD, the ADM shall specify a timeframe within which the PM shall return for an ACAT designation.

The ADM will also typically include a requirement to establish a Test & Evaluation (T&E Working Integrated Product Team (WIPT)) per the USMC Integrated Test and Evaluation Handbook (Reference (m)) and impose a limitation on expenditures for the Materiel Solution Analysis Phase. Limiting expenditures reduces the risk to the Marine Corps by ensuring that only a limited quantity of funds are expended before the MDA determines that the proposed effort is executable and approves development of an approved materiel solution or capability.

In most cases, the MDD decision is conducted by COMMARCORSYSCOM. This is because the MDD typically occurs prior to ACAT designation and before any delegation of MDA from COMMARCORSYSCOM to a PGD. However, the PM may request ACAT designation from COMMARCORSYSCOM prior to or concurrently with the MDD when the following conditions are met:

- The program is estimated to meet the AAP or ACAT IV thresholds and definitions in Table 4A.
- The program is assessed as low risk in terms of cost, schedule, and performance (C/S/P). For additional information regarding risk determination see Chapter 8.2.
- The cost estimate is of sufficient fidelity to support the MDA decision relative to ACAT level.

When COMMARCORSYSCOM elects to provide an ACAT designation and delegation of MDA prior to the MDD, the ADM will require the PGD to perform a MDD.

MDD vs. Program Initiation. The MDD decision does not constitute program initiation. Program initiation occurs when a prospective program or pre-ACAT effort formally enters the DoDI 5000.02 Defense Acquisition Framework and becomes an ACAT program. Program initiation usually occurs when the MDA grants a MS B decision. There are two exceptions to this standard as described below:

- Program Initiation may occur after MS B if the MDA determines that a MS B decision is not required. In this case, program initiation will occur at the first MS decision such as MS C.
- Certain shipbuilding efforts enter the ACAT process at MS A; this exception does not apply to MARCORSYSCOM programs.

- **AoA Approval**. Programs must proceed to an AoA decision brief with the MDA if directed by the MDD ADM. The AoA assesses potential materiel solutions to satisfy the capability gap documented in the approved requirements document. The AoA decision brief provides the MDA with visibility into the C/S/P risks and characteristics of each alternative. At this review, the MDA shall:

    - Approve the AoA and select a preferred alternative.
    - Issue an ADM that documents the decision made, establishes appropriate exit criteria and determines the next MS or KAE.

  (Note: the results of the AoA must be coordinated through the MARCORSYSCOM AoA IPT). For additional guidance, please reference the MARCORSYSCOM PoPS AoA core briefing charts.

Phase Two - Technology Development. This phase begins after completion of the AoA and ends when an affordable program or increment of militarily useful capability has been identified. The purpose of this phase is to reduce technology risk and determine the appropriate set of technologies to be integrated into a full system. As such, this phase applies primarily to programs which require extensive Research and Development (R&D). In many cases, for programs with little or no R&D, the MDA may direct entry into the Defense Acquisition Framework at a subsequent phase.

- **Milestone A**. MS A is required for ACAT I programs. Typically, a MS A decision is appropriate for those programs with significant development efforts. Many MARCORSYSCOM programs do not require extensive technology development; therefore, a MS A decision is typically not required. The PM should consult with the Assistant Product Group Director (APGD) PM regarding applicability of MS A for each specific program.

- **Pre-EMD Review**. The MDA conducts a formal program review to authorize RFP release prior to the MS B decision. This is called the Pre-EMD Review. The Pre-EMD Review is conducted using the MARCORSYSCOM PoPS MS B core briefing charts.

  Key supporting documentation such as the Acquisition Strategy (AS), draft RFP, Systems Engineering Plan (SEP), Test and Evaluation Master Plan (TEMP), System Design Specification (SDS), APB, and Life Cycle Cost Estimate

(LCCE) must be submitted for MDA review (may be in draft form) at least 45 days prior to the MDA decision. The MDA shall determine the documents to be reviewed for each program.

For programs where COMMARCORSYSCOM has retained MDA, the MAT shall review the draft ADM, PoPS core briefing charts, and program documentation before they are submitted for MDA approval. For programs where MDA has been delegated to a PGD, the same process shall be followed except that the SBT shall perform the review in lieu of the MAT.

RFP Peer Review. A Peer Review of the RFP shall be conducted prior to the Pre-EMD review and at other milestones as specified in DoD and Navy regulations. The purpose of a Peer Review is to obtain an independent review by external subject matter experts. For questions regarding the Peer Review, please contact your Procurement Contracting Officer (PCO).

The Dr. Carter (USD AT&L) memorandum of 23 June 2011 directs that Peer Reviews be conducted for all RFPs.

- The MDA shall determine the membership of each Peer Review.
- Typically, membership will include representatives from all competency areas and stakeholder organizations; key members should be drawn from organizations which have not participated in development of the RFP.
- The PM should contact the PCO to begin planning for the Peer Review at least 60 days prior to the review.
- The Peer Review should be conducted at least 45 days prior to the MDA review of the RFP.
- A Peer Review is required for all RFPs as described below.
    - Competitive acquisitions - the Peer Review must be conducted prior to RFP release.
    - Noncompetitive acquisitions - the Peer Review must be conducted before beginning negotiations.
- The results of the Peer Review must be incorporated in the RFP (as applicable) prior to submitting the RFP for MDA review.

The following resources provide additional information and instructions regarding peer reviews:

- Director, DPAP memorandum Peer Reviews of Contracts for Supplies and Services dated September 29, 2008.
- Department of Defense (DoD) Instruction 5000.02 Operation of the Defense Acquisition System dated December 8, 2008.
- Director, DPAP memorandum Review Criteria for the Acquisition of Services dated February 18, 2009.
- DPAP Peer Review Resources Webpage.
- Defense Federal Acquisition Regulation Supplement (DFARS) 201.170,Peer Reviews.
- DFARS PGI 201.170 Peer Reviews.
- DASN(A&LM) memorandum Department of the Navy Peer Review Program dated March 26, 2009.
- NMCARS Subparts 5201.170, Peer Reviews.

System Design Specification (SDS). All programs are required to prepare a SDS prior to MS B. The SDS is a tailored document that identifies technology development risks, validates preferred system design solutions, evaluates manufacturing processes, and refines system requirements, in order to inform decision makers earlier in the acquisition process. The SDS must be completed prior to the Pre-EMD review. Questions regarding the SDS should be addressed to the APGD ENG. If the Program Management Office (PMO) believes an entire SDS is not appropriate for their effort, a waiver may be requested from DC SIAT. Additional guidance regarding preparation of the SDS is located in the MARCORSYSCOM MS B core briefing charts and SECNAVINST 5000.2E Annex 2A.

Phase Three – Engineering and Manufacturing Development (EMD). This phase begins at MS B and consists of two sub-phases: ***Integrated System Design*** and ***System Capability and Manufacturing Process Demonstration***.

- **Milestone B**. The MS B decision is typically the point at which programs formally enter the acquisition process; otherwise known as program initiation. At MS B, the MDA approves the AS, APB, and RFP release. A program must be "fully funded" to support the MS B decision. This means that there is sufficient Research & Development (R&D) and Procurement Marine Corps (PMC) over the Future Years Defense Program (FYDP), or the MDA has approved a full funding Course of Action (COA). Although Operations & Maintenance (O&M) is not considered part of the above full funding determination the status of O&M shall be presented to the MDA and any gaps highlighted.

  In those cases where the PM must prepare full funding COAs as described above, the following process shall be used:

  - The PM shall work with CD&I, key stakeholders, and all competencies to prepare COAs which provide the MDA with viable alternatives to deliver an operationally relevant capability within funding constraints. At a minimum, the PM shall:

    - Identify the risks and benefits associated with each COA.

    - Highlight cost, schedule, and performance implications of each COA.

    - Review each COA prior to presentation to the MDA to ensure that it is realistic and executable within the overarching program strategy to include contracting, financial, logistics, engineering, and test.

    - Identify any required changes to the program strategy and documentation to enable accomplishment of each COA.

    - Review each COA to determine if it aligns with existing requirements documentation. Highlight any necessary changes to the requirements documentation to support execution of each applicable COA.

  For additional guidance, please reference the MARCORSYSCOM PoPS MS B core briefing charts. Subsequent to the MS B decision, all ACAT III and IV programs are required to

begin posting program information in the ASN RDA DASHBOARD system. At MS B, the ADM will determine the ACAT level and delegation of MDA if appropriate (unless this has been accomplished via a previous ADM).

Integrated Baseline Review (IBR). An IBR is a joint assessment of the Performance Measurement Baseline (PMB) conducted by the government PM and the contractor. The IBR is not a one time event. It is a process, and the plan should be continually evaluated as changes to the baseline are made (modifications, restructuring, etc.). IBRs should be used as necessary throughout the life of a project to facilitate and maintain mutual understanding of:

- The scope of the PMB consistent with authorizing documents.
- Management control processes.
- Risks in the PMB associated with cost, schedules, and resources.
- Corrective actions where necessary.

IBRs should be scheduled as early as practicable and the timing of the IBRs should take into consideration the contract period of performance. The process will be conducted no later than 180 calendar days (6 months) after: (1) contract award, (2) the exercise of significant contract options, and (3) the incorporation of major modifications.

In addition, the PM will direct the conduct of an IBR within a reasonable time after the occurrence of a major event at any time during the life of a program. Major events include preparation for or completion of a MS or KAE, engineering reviews, or identification of C/S/P risks. The PM should regularly assess the PMB to determine when a new IBR should be conducted.

In accordance with the DoDI 5000.02, PMs are required to conduct IBRs on all cost or incentive contracts that require implementation of Earned Value Management (EVM). For additional information relative to the conduct of an IBR, please see DAG Chapter 11.3.1.3.

Integrated System Design Phase. A program enters Integrated System Design subsequent to the MS B decision. This sub-phase is intended to define system functionality and interfaces, complete Hardware (HW)/Software (SW) detailed designs, and reduce system level risk.

Post PDR Assessment (PDR-A). The PDR-A is a KAE conducted by the MDA. The PDR itself is an engineering event. The below provides a summary of both the PDR and the PDR-A. Note: The latest version of the DoDI 5000.02 has eliminated the PDR-A as a separate MDA review. However, the PDR is still a critical systems engineering event. In those cases where the MDA anticipates substantive technical risk the MDA may choose to conduct a PDR-A.

PDR. The purpose of the PDR is to inform requirements trades; improve cost estimation; and identify remaining design, integration, and manufacturing risks. The PDR is conducted at the system level and includes user representatives and certification authorities.

The PDR establishes the allocated baseline (HW, SW, human/support systems) and underlying architectures to ensure that the system under review has a reasonable expectation of satisfying the requirements within the currently allocated budget and schedule. Functions are allocated to each configuration item yielding "design to" preliminary design specifications and verification plans at the configuration item level.

The PDR is conducted after completion of the appropriate requirements and engineering reviews as directed by the APGD ENG.

The PDR may be conducted either before or after the MS B decision. For most MARCORSYSCOM programs, the MDA will direct the PDR be conducted after MS B. (A successful PDR requires a minimum level of information relative to the product design and baseline. For ACAT III, IV, and AAPs, this is typically not available until after MS B).

PDR-A. At the PDR-A, the MDA reviews the PDR results and an integrated recommendation from the PM, all competencies, and stakeholders regarding any requirements trades necessary to achieve APB objectives. A summary of the PDR report shall be provided to the MDA as part of the PDR-A decision briefing. The MDA issues an ADM which establishes the next MS/KAE and directs any actions required to ensure the program meets target C/S/P goals. For additional

guidance, please reference the MARCORSYSCOM PoPS PDR-A core briefing charts.

Post CDR Assessment (CDR-A). The CDR-A is a KAE conducted by the MDA. The CDR itself is an engineering event. The below provides a summary of both the CDR and the CDR-A.

CDR. The system level CDR provides the opportunity to assess design maturity, maturity of critical manufacturing processes, and system reliability.

The CDR establishes the initial product baseline to ensure that the system under review has a reasonable expectation of satisfying the requirements of the Capability Development Document (CDD) within the currently allocated budget. The CDR evaluates the proposed baseline ("build to" documentation) to determine if the system design documentation is satisfactory to start initial manufacturing.

The PM provides a CDR summary to the MDA that addresses the above, and identifies actions or tradeoffs required to meet APB C/S/P goals.

CDR-A. At the CDR-A, the MDA reviews CDR results and the PM's assessment of any requirements trades necessary to achieve APB objectives. The MDA issues an ADM which establishes the next MS/KAE and directs any actions required to ensure the program meets target C/S/P goals. For additional guidance, please reference the MARCORSYSCOM PoPS CDR-A core briefing charts.

Successful completion of the post CDR-A ends the Integrated System Design portion of the EMD phase. Subsequent to the CDR-A, the program enters into the System Capability and Manufacturing Process Demonstration portion of EMD.

System Capability and Manufacturing Process Demonstration Phase. This sub-phase begins upon completion of the Post CDR-A and establishment of an initial product baseline. It is intended to demonstrate the ability of the system to operate in a useful way consistent with the approved Key Performance Parameters (KPPs); and that system production can be supported by demonstrated manufacturing processes. The completion of this sub-phase occurs when the MDA

commits to the program at MS C or decides to end the effort.

Phase Four - Production & Deployment (P&D). This phase begins at MS C and ends when the MDA determines that the program has entered the Operations and Support (O&S) phase via approval of a PoPS Gate 6.5 sustainment decision.

- **Milestone C.** MS C authorizes entry into the P&D phase. The MDA makes the decision to commit the Department of Defense (DoD) to production at MS C, and documents this decision, along with appropriate boundaries, in an ADM. The ADM may authorize entry into Low Rate Initial Production (LRIP), or into Full Rate Production (FRP) for low risk systems that do not require LRIP. For SW intensive systems with no production components, the LRIP decision is referred to as Limited Deployment Decision (LDD) and FRP is referred to as the Full Deployment Decision (FDD).

  For programs that receive a combined MS C/LRIP decision, a separate FRP decision review with the MDA is required and will be specified in the ADM. For additional guidance, please reference the MARCORSYSCOM PoPS MS C core briefing charts.

  - **LRIP.** The purpose of LRIP is to effectively manage risk by ensuring that the system is ready to proceed to FRP prior to committing the government to the entire FRP quantity. LRIP provides the government with the opportunity to identify and resolve test deficiencies and further mature production processes prior to the FRP decision. LRIP quantities should be limited to the minimum necessary to achieve the above goals.

    As a rule of thumb, LRIP quantities should be limited to 10% of the total production quantity. The PM should consult with Marine Corps Operational Test and Evaluation Activity (MCOTEA) and the SBT when proposing LRIP quantities for MDA consideration. The MDA may authorize LRIP quantities, to include those in excess of 10%, at the time of the MS C decision. If the PM wishes to request LRIP quantities in excess of 10%, rationale should be provided for MDA consideration. The ADM will specify LRIP maximum quantities. Any subsequent increase in LRIP quantities, beyond what is authorized in the current ADM, must be approved by the MDA in a revised ADM.

- **FRP**. FRP authorizes the delivery of the fully funded quantity of systems or capability as well as supporting materiel and services. Prior to the FRP decision programs must demonstrate control of the manufacturing process, acceptable reliability, and control of other critical processes. In addition, test results must demonstrate that all open deficiencies have been resolved, that the system requirements have been met, and that the system is safe and ready for fielding. The FRP ADM will provide guidance to the PM relative to the conduct, timing, and exit criteria for the fielding decision and Post Implementation Review (PIR) as described below. For additional guidance, please reference the MARCORSYSCOM PoPS FRP core briefing charts and Chapter 2.3.3. In addition, declaration of Initial Operational Capability/ Full Operaltional Capability (IOC/FOC) will occur after the FRP decision as described in Chapter 2.3.4.

2.3.3 Fielding.

Fielding is the process of initially deploying and transferring systems, capabilities, and equipment from the acquisition organization to the operating forces and supporting establishments. The MARCORSYSCOM Fielding Decision Process is described in APL 5-09 "Fielding Decision Process" (Reference (n)). The fielding process at MARCORSYSCOM is led by the AC LCL. All competencies and stakeholders work together to support AC LCL and the PM in the successful preparation for and execution of the fielding decision.

The MDA issues an ADM (typically at MS C) which specifies both the timing and entry/exit criteria for the fielding decision. The ADM may direct:

- A stand alone fielding decision to occur subsequent to a MS C decision.
- A combined MS C/Fielding decision.
- A combined FRP/Fielding decision.

The specific approach for each program shall be based upon the recommendations of the PM, ILA chair, and MAT or SBT for programs which have been delegated to PGD.

The Fielding Process for IT programs is tailored to reflect the unique characteristics of IT. In many IT programs, a capability and/or SW is delivered in lieu of a physical item. In addition,

the peripherals and SW which are often delivered under IT acquisitions are subject to continuous refresh cycles. The ILA chair will advise the PM regarding the development of a fielding strategy tailored to address the unique characteristics of IT programs. It should be noted that the terminology for IT programs relative to the events that precede fielding is different than that used for weapons systems. For example, Limited Deployment (LD) is used instead of LRIP and Full Deployment (FD) is used instead of FRP.

For additional guidance, please contact your ILA chair or APGD LCL.

2.3.4 Initial Operational Capability (IOC) and Full Operational Capability (FOC).

IOC. Attained when some of the end users scheduled to receive a system or capability 1) have received it and 2) have the ability to employ and maintain it.

FOC. Attained when all of the end users scheduled to receive a system or capability 1) have received it and 2) have the ability to employ and maintain it.

IOC and FOC are specifically defined for each program in the applicable requirements document. In addition, the requirements document will specify objective (best case) and threshold (minimum acceptable) dates for attainment of IOC and FOC. Attainment of IOC and FOC is tracked in the program APB.

Declaration of IOC and FOC. CD&I typically determines or "declares" when IOC and FOC have been achieved. In some cases, the program sponsor such as HQMC C4, PP&O, or I&L may declare IOC. There is no prescribed format for declaration of IOC or FOC. In most cases, a formal memorandum is issued by CD&I or the program sponsor. An example is provided in Enclosure (p).

IOC and FOC will occur after the MS C/FRP decision. The specific timeframes will vary for each program. Achievement of IOC and FOC is a significant indicator of program success. This provides tangible evidence that:

- A system is accomplishing its intended purpose (IOC).
- All required quantities have been delivered to the end users (FOC).

- The appropriate logistics/training infrastructure is in place to enable the users to employ the capability (IOC & FOC).

Phase Five - Operations & Support (O&S). The purpose of the O&S Phase is to provide continued support to the product or capability subsequent to delivery to the intended user. During this phase, the PM, IPT, and the Product Support Manager ensure that:

- Materiel readiness and operational support performance requirements are met (to include refresh of IT systems).

- The system is sustained in the most cost-effective manner over its total life cycle.

Planning for this phase should begin prior to program initiation and is reviewed via ILAs conducted throughout the life of the program. O&S has two major sub-phases, Life Cycle Sustainment and Disposal.

- **Life Cycle Sustainment.** Entry into life cycle sustainment typically occurs after IOC has been achieved. During this phase, the PM shall conduct continuing reviews of logistics strategies and make required adjustments to meet performance targets. The MDA performs on-going reviews of program status during the sustainment phase which are established at the FRP ADM and updated at each subsequent review. This includes the conduct of periodic Program Implementation Reviews (PIRs) as described below. Additional information, to include entrance criteria can be accessed via the "Sustainment" tab located on the IMDP SharePoint site.

    - **Post Implementation Review (PIR).** DoDI 5000.02, Tables 2-1 and 2-2, establishes a statutory requirement that all ACAT programs be subjected to a PIR. The PIR plan is presented to the MDA at the FRP Decision Review, and the PIR Report is presented to the MDA during the O&S phase, typically after attainment of IOC and before FOC is achieved. The MDA will specify the timeframe for review of the PIR Report in the FRP ADM. The purpose of the PIR is to:

        - Determine if the warfighter/user is satisfied that the capability delivered meets their needs.

- Confirm that the initial validated need has not changed. If it has changed, this should be identified and addressed in the PIR Report.
- Compare actual project costs, benefits, risks, and return information against earlier projections. Determine the causes of any differences between planned and actual results.

The requirements officer typically prepares the PIR report, with full participation from the PM. In addition, it is imperative that all stakeholders and Competencies to include MCOTEA are involved in the planning and conduct of the PIR. Detailed guidance regarding conduct of the PIR is provided in the MARCORSYSCOM PoPS core briefing charts - Gate 6.5 Sustainment, and the DAG Chapter 7.9.

- **Disposal**. Disposal occurs at the end of a useful life of a system. At this point a system must be demilitarized and disposed of in accordance with all legal and regulatory requirements and policy relating to safety (including explosives safety), security, and the environment. Planning for disposal is addressed within the ILA. For additional information, please contact your APGD LCL.

2.4 Evolutionary Acquisition.

ACAT programs may be structured to deliver all capability within a single increment. This is referred to as a single step or "big bang approach." This strategy is appropriate for programs where there is a well-defined understanding of the total program requirement, and all required technology is of sufficient maturity (e.g. a Technology Readiness Level (TRL) of 6 or greater for MS B); to support program execution within a reasonable time frame. In a single step approach, the entire program schedule may be delayed if one technology requires additional maturation, or the program in its entirety is unaffordable.

The DoD preferred strategy is to deliver capability in two or more increments – this is known as Evolutionary Acquisition (EA). This strategy is appropriate when there is a recognized need for future substantial capability improvements; some of the technologies require additional maturation, or the program in its entirety is unaffordable. A graphical depiction of EA is provided in Figure 2C, this figure has been tailored from the DoDI 5000.02.

The goal of EA is to provide needed capability to the user as quickly as possible. EA separates out those capabilities that are low risk, high priority, and technically mature for delivery in the initial or earlier increments. Each increment provides a militarily useful and supportable "stand-alone" operational capability. This enables faster delivery of a subset of the total envisioned capability to Marines. Those requirements with lower priority, higher risk, less mature technologies, or which are currently unaffordable are delivered via later increments.

The PM should work closely with the acquisition, requirements and test and evaluation communities to develop a recommended program strategy for MDA consideration and approval. It is imperative that the requirements document, funding profile, test and evaluation, engineering, logistics, and acquisition strategies align with the overall program approach (e.g. EA or single step).

Additional information regarding EA is available at the DAG Chapter 4.3.6 and DoDI 5000.02 Chapter 2.

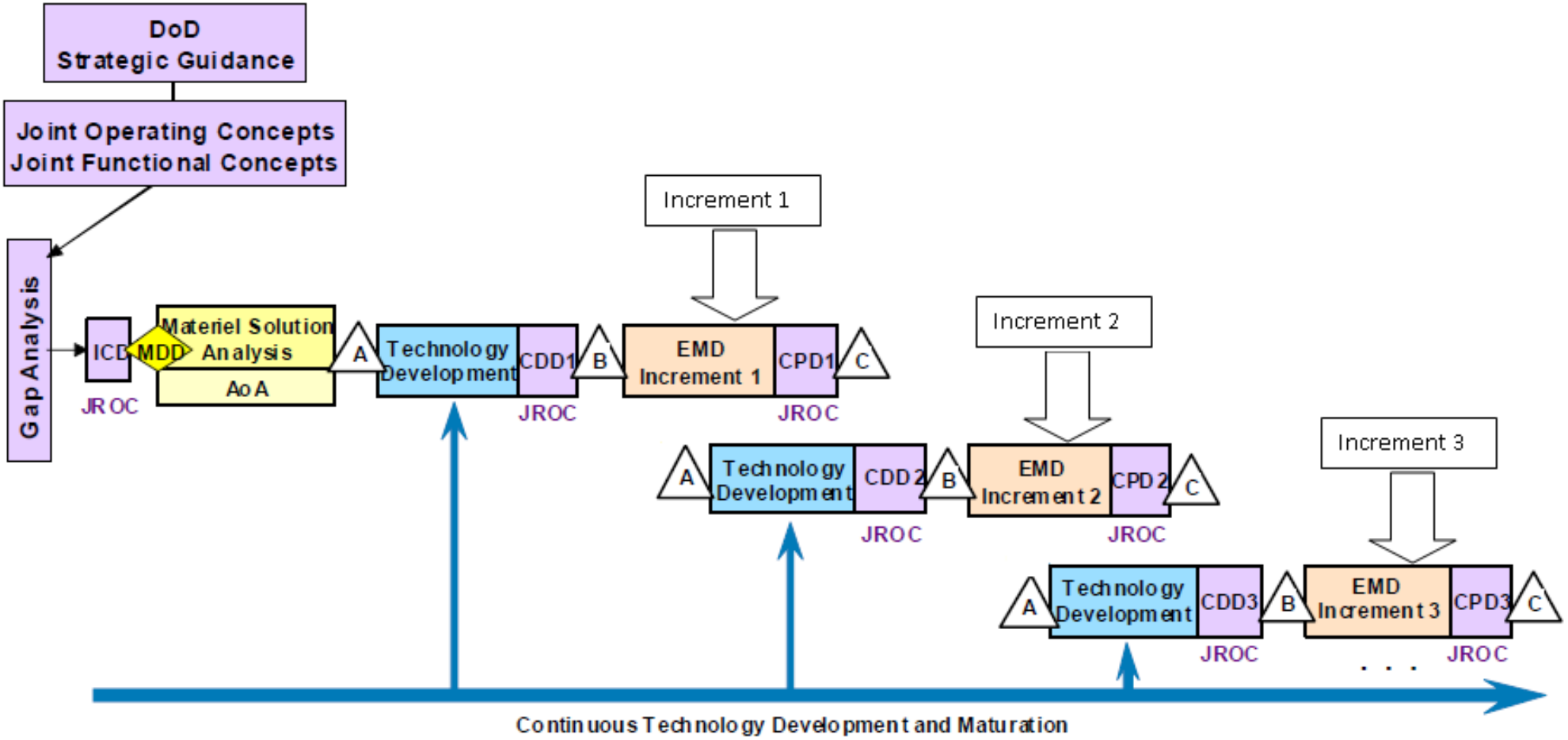


Figure 2C. Graphical Depiction of an Example Evolutionary Acquisition Program

Chapter 3: MARCORSYSCOM PoPS IMPLEMENTATION PROCEDURES

3.1 Background.

Probability of Program Success (PoPS) is the mandatory standard methodology for assessing program health for all Navy and Marine Corps Acquisition Category (ACAT) programs and pre-ACAT efforts.

As directed by Marine Corps Systems Command Order (MARCORSYSCOMO) 5000.3A, all active ACAT III, IV, and Abbreviated Acquisition Programs (AAPs) managed within Marine Corps Systems Command (MARCORSYSCOM) shall use the tailored MARCORSYSCOM PoPS Program Health Assessments throughout the program lifecycle (Materiel Development Decision (MDD) through Operations and Support (O&S)). The Program Decision Authority (PDA) shall tailor the MARCORSYSCOM PoPS core briefing charts to reflect the minimum level of detail required to accurately assess the program health of an AAP. The PDA may request a waiver from the Executive Director (ED) to exclude selected AAPs from the PoPS methodology.

The PoPS methodology and MARCORSYSCOM PoPS core briefing charts are applicable anytime a Program Manager (PM) discusses the health of a program with the Commander, Executive Director, or external stakeholders, in support of all:

- Milestone (MS) reviews.
- Key acquisition events (KAEs).
- DASHBOARD reviews.
- Program reviews.
- Portfolio sufficiency reviews.

Additional information and detailed instructions can be located at the MARCORSYSCOM Integrated Milestone Decision Process (IMDP) SharePoint site. Links to all Competency Domains and their respective milestone guidance are provided on the IMDP SharePoint site and contained within each MARCORSYSCOM PoPS core briefing package and Enclosure (f).

3.1.1 PoPS Process Overview.

The PoPS Program Health Assessment consists of four levels:

- Level I: Overall Program Health. This provides a one page executive summary of overall program status. Enclosure (a) shows a notional Level 1 PoPS Health Assessment with

numeric scores (0 to 100) and associated color codes (red, yellow, and green).

- Level II: Categories (Requirements, Resources, Planning and Execution, and External Influencers).
- Level III: Metrics (there are 17 metrics).
- Level IV: Criteria (questions) for each metric.

The criteria questions address issues specific to each phase in the Defense Acquisition Framework. The content and relative weight of the questions are established by Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN RDA), and are tailored to address issues and risks specific to each MS and KAE.

When answering the PoPS criteria questions the PM should consult the Frequently Asked Questions (FAQs) sheet posted on the IMDP SharePoint site. The FAQ sheet provides specific guidance relative to interpreting the ASN RDA PoPS questions for ACAT III, IV, and AAPs. The ASN RDA criteria questions were constructed for ACAT I and II programs and in many cases do not directly apply to lower level ACATs. As such, it is critical that the PM use the FAQ sheet to assist in developing appropriate responses.

A PM's response to the criteria questions will generate an initial baseline numeric score and color code (red/yellow/green) for each level. All PMs should assume a start point of "red" and must meet the specified criteria before moving to a "yellow" or "green" score. The PM shall include a brief rationale to explain the rating for each criteria question to include green ratings. For red or yellow ratings, the PM shall briefly explain the rationale, mitigation strategy, and target date for resolution (who, what, when).

PMs will present their initial PoPS baseline to the Milestone Assessment Team (MAT)/respective Strategic Business Teams (SBTs). The MAT/SBT shall review, revise, and establish the program's PoPS initial baseline. The PoPS initial baseline is considered to be the validated PoPS baseline score upon Milestone Decision Authority (MDA) approval. To change the validated PoPS baseline score, the PM must submit appropriate rationale and recommendations to the MAT/SBT for review, and MDA approval. PMs shall be prepared to substantiate their scoring based on the specified criteria. Logical links shall be made on a holistic scale. For example, if requirements change, what is the impact on cost, schedule, and performance (C/S/P)?

A "yellow" or "red" score is not a performance measure of the PM's abilities. PMs should consider "yellow" and "red" scores as a tool to surface critical issues to leadership and obtain their approval and/or assistance in crafting a resolution strategy. External factors outside the PM's control have a large influence on the PoPS score.

3.2 Tools for Implementing PoPS – SharePoint and PoPS Database.

SharePoint. All relevant information regarding the MARCORSYSCOM Milestone Decision Process (to include PoPS) is located on the IMDP SharePoint site.

MARCORSYSCOM PoPS Database. The MARCORSYSCOM PoPS database contains the supporting criteria questions for each MS and KAE. To prepare a complete PoPS Program Health Assessment for the MDA, the PM must populate:

- Appropriate criteria questions located on the MARCORSYSCOM PoPS database.
- Associated MARCORSYSCOM PoPS core briefing charts located on the IMDP SharePoint site.

Database Instructions. To request creation of your program's initial record in the MARCORSYSCOM PoPS database, provide Assistant Commander, Programs (ACPROG) Assessments the below information. The PM shall coordinate with the Assistant Product Group Director (APGD) PM prior to submitting the request to ACPROG.

- Program Name and Acronym.
- PM.
- Milestone Decision Authority (MDA).
- Product Group (PG)/Organization.
- Entry Gate and MS or KAE being reviewed (per program's previous Acquisition Decision Memorandum (ADM)).
- Associated Contractors and Government Performers (e.g. system developers, system integrators. *Important! Do not list your CEOss contractor here.* This field should be populated with contractors or government performers which directly support program execution, e.g. solution providers. (For example, government performers may include SPAWAR, NSWC Crane, etc.)).
- Indicate if earned value management (EVM) is applicable. Please note that EVM typically applies to cost type contracts in excess of $20 million. If you are unsure if

your contract is subject to EVM, please see your Procurement Contracting Officer (PCO) for additional information.

Figure 3A illustrates the process flow for obtaining an initial database file as well as the requirement for the PM to provide ACPROG Assessments with a copy of both the baselined and finalized database file. Enclosure (m) provides rules of the road and special instructions for maintaining the PoPS database file.

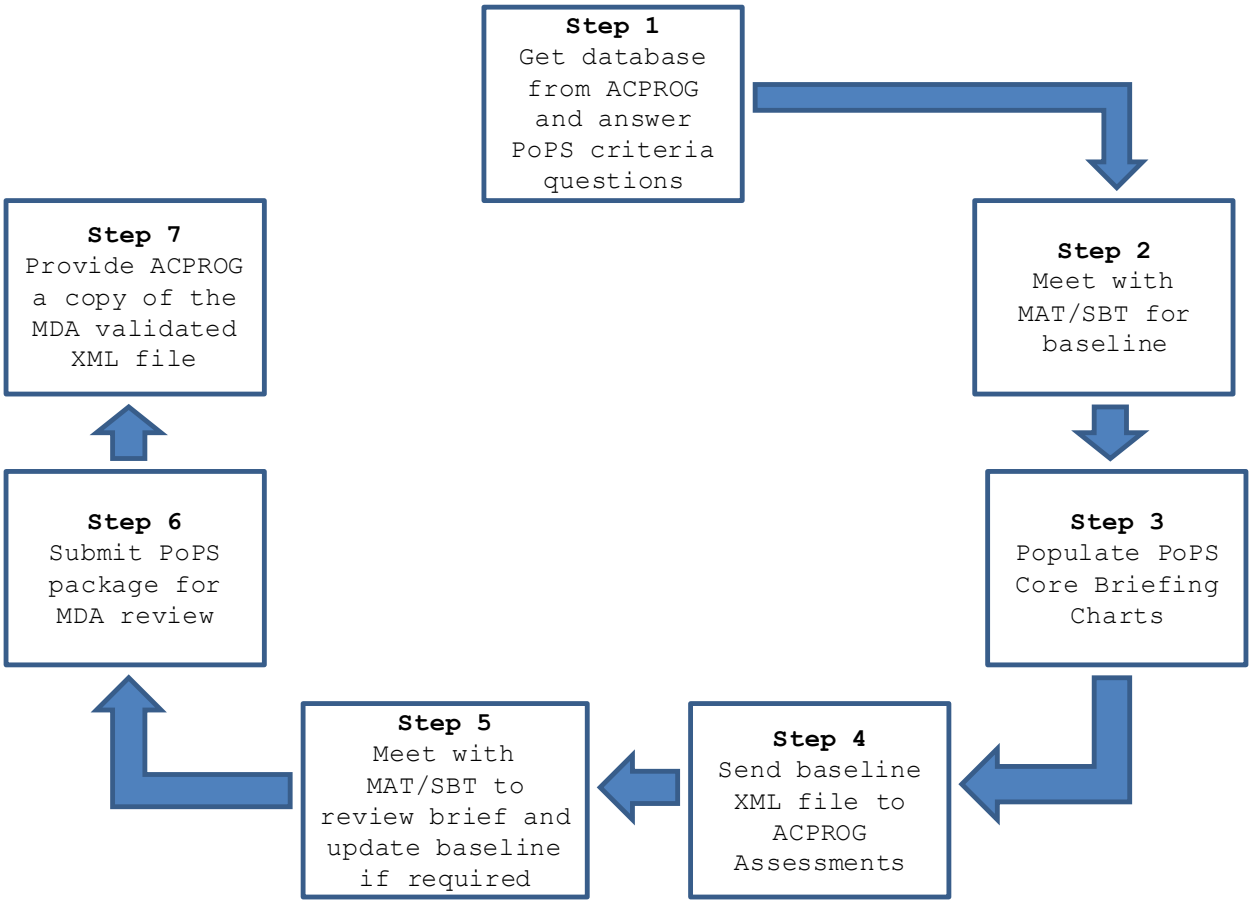


Figure 3A. Instructions & Process Flow for PoPS Database

3.3 MARCORSYSCOM PoPS Review Process.

The review process for the PM's initial PoPS baseline is described below:

1) When COMMARCORSYSCOM is the MDA (this includes any pre-ACAT program where the MDA has not been delegated to a

Product Group Director (PGD)), the MAT shall review the initial baseline, make appropriate revisions, and provide the PM with its position and recommendations regarding the POPS initial baseline scoring. Subsequent changes to the baseline must be reviewed by the MAT or ACPROG.

2) When the PGD is the MDA the SBT led by the APGD PM shall review the initial baseline, make appropriate revisions, and provide concurrence with the baseline scoring. Subsequent changes to the baseline must be reviewed by SBT.

3) Disagreements between the MDA staff/SBT and the PM shall be resolved through discussion, available facts, and if necessary, additional research and analysis. When disagreements cannot be resolved, the MDA shall be the final authority for PoPS baseline approval.

3.3.1 Gate Reviews.

SECNAVINST 5000.2E mandates a series of reviews called "Gates" throughout the program lifecycle for ACAT I and II programs. These reviews are conducted prior to each MS and KAE. Each Gate review consists of briefing charts and criteria questions tailored to the specific MS/KAE. As such, the specific content of the briefing charts and criteria questions are different for each gate. For MARCORSYSCOM ACAT III, IV, and AAPs, the Gate review criteria are reflected within the PoPS core briefing charts and criteria questions for each MS/KAE. Figure 3B and Table 3A identify the MS/KAE and the supporting Gate criteria templates.

3.3.1.1 Combat Development and Integration (CD&I) Gate Review Responsibilities.

CD&I will conduct Gate reviews per their organizational policies in accordance with SECNAVINST 5000.2E. Gate reviews should be conducted prior to the appropriate MS or KAE. In many cases, CD&I will participate concurrently in the MDA review of the MS or KAE in lieu of holding a separate Gate review.

CD&I is required to validate that the requirement is sufficient to support each MS or KAE. This may be accomplished by their participation in the MAT for those programs where COMMARCORSYSCOM has retained MDA, or the SBT for those programs where COMMARCORSYSCOM has delegated MDA to a PGD. The MAT process to include required participants is described in Chapter 6.

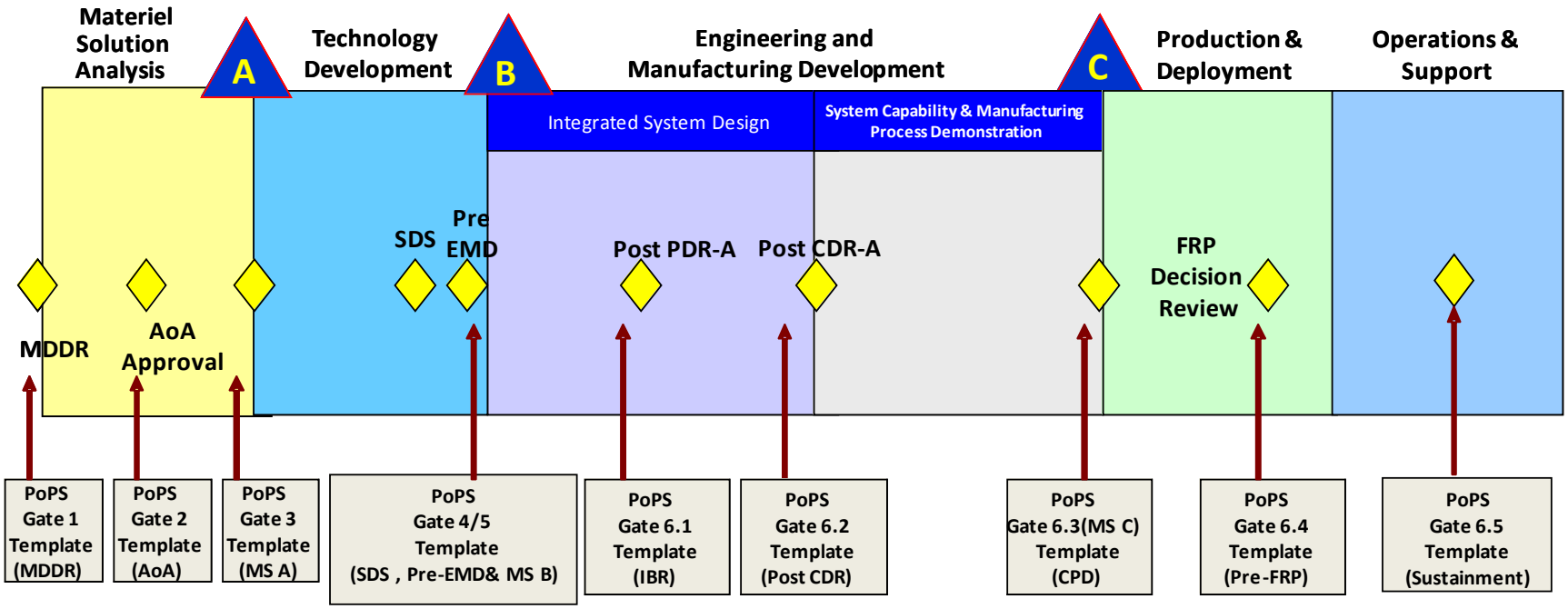


Figure 3B. MARCORSYSCOM Implementation of the DoD Defense Acquisition Framework with PoPS

Milestone/Key Acquisition Event	Supporting Gate Criteria Template
MDD	Gate 1
AoA	Gate 2
MS A	Gate 3
Pre-EMD/SDS	Gate 4/5 (note: at MARCORSYSCOM Gate 4 SDS has been combined with Gate 5)
MS B	Gate 4/5 (note: at MARCORSYSCOM Gate 4 SDS has been combined with Gate 5)
PDR-A	Gate 6.1
CDR-A	Gate 6.2
MS C/LRIP	Gate 6.3
FRP	Gate 6.4
Sustainment	Gate 6.5

Table 3A. MS/KAE & Supporting PoPS Gate Criteria Templates

3.3.2 Transitioning Ongoing Efforts to an ACAT Framework and Tailoring of PoPS.

Efforts that have been previously executed as Urgent Universal Needs Statement (UUNS), or have been historically executed outside the ACAT governance framework do not always "fit" into a single PoPS Gate template. Such "nontraditional" efforts typically do not align with the sequence of DoDI 5000.02 MS events as reflected in the PoPS templates. Thus, when transitioning "nontraditional" efforts to an ACAT framework, tailoring will be required. In many cases, it may be appropriate to combine features of two PoPS Gates, to provide the MDA with the most accurate assessment of program status.

Many efforts of this type have not received a MDD decision; however, they have already fielded a capability. In these cases, the MDD Gate should be used, and it may be tailored and combined with the Gate template that is closest to the next MDA decision. The PM should consult with ACPROG Assessments or the SBT to obtain guidance regarding each specific program. It is also critical that CD&I be consulted before transitioning an UUNS to an ACAT framework, as it may be decided that it is not

an enduring requirement. If it is determined that the UUNS will transition to an enduring requirement, then CD&I will prepare a validated requirement as described in Chapter 2; and the PM shall follow the procedures described in Chapter 5 for requesting an ACAT/AAP designation.

Chapter 4: ACAT LEVELS

4.1 Background.

An acquisition program is defined as a directed, funded effort designed to provide a new, improved, or continuing materiel, weapon, or information system capability in response to a validated operational or business need. Acquisition programs are designated by the Milestone Decision Authority (MDA) to fall within Acquisition Categories (ACATs) which are established to facilitate decentralized decision-making, execution, and compliance with statutory requirements.

Program Managers (PMs) and Product Group Directors (PGDs) are responsible for ensuring that all funded efforts are managed as ACAT programs, unless otherwise approved by Commander, Marine Corps Systems Command (COMMARCORSYSCOM). (Note: Abbreviated Acquisition Programs (AAPs) are considered to be ACAT programs). Efforts executed outside an ACAT construct typically do not have a validated requirement, are difficult to historically trace, and lack performance metrics. However, these efforts consume MARCORSYSCOM resources which could be used to support validated ACAT programs. Therefore, the PM and PGD shall identify any such efforts to COMMARCORSYSCOM. COMMARCORSYSCOM will then determine if the effort should be subject to an ACAT designation process, discontinued, or allowed to proceed in the absence of an ACAT designation.

Pre-ACAT efforts or potential ACAT programs are defined as efforts which are:

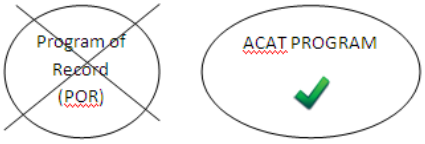
- Funded.
- Supported by a validated requirement.
- Provide a new, improved, or continuing materiel, weapon, or information system capability but have not yet been granted a Milestone (MS) B or any subsequent Milestone decision by the MDA.

Potential ACAT programs shall not be artificially divided into separate entities for the purpose of qualifying as lower ACATs or as AAPs.

ACAT programs, to include AAPs shall not be initiated without funding and a validated requirement issued by the appropriate requirements organization.

COMMARCORSYSCOM will determine the ACAT level based on estimated cost, complexity, and risk.

Note: Important Terminology Information - Program of Record (POR). This term is not defined within the DoDI 5000 series or supplementary guidance. It is commonly used to refer to a program which has received a MS B decision, has a valid requirement, and a unique funding line. This term should not be used within any correspondence or briefings, as it is interpreted differently by readers. The correct terminology is depicted below.



4.2 ACAT Designation Criteria.

The SECNAVINST 5000.2E specifies the criteria for acquisition categories and is summarized in Table 4A below. The MDA designates programs as ACAT I, II, III, IV, or AAP as follows:

All dollars are in base year FY 2000

Acquisition Category	Summary of ACAT Designation Criteria per SECNAVINST 5000.2E	Decision Authority
ACAT I	•Major Defense Acquisition Programs (MDAPs) (10 USC 2430) •RDT&E > $365M or Procurement total > $2.190 B •USD(AT&L) designation as special interest	ACAT ID: USD(AT&L) ACAT IC: SECNAV, or if delegated, ASN(RD&A
ACAT IA	•Major Automated Information Systems (MAISs) •Program costs/year > $32M, or total program costs > $126M, or •Life-cycle costs > $378M •ASD(NII) designation as special interest	ACAT IAM: ASD(NII)/DoD CIO ACAT IAC: ASN(RD&A),
ACAT II	•RDT&E total > $140M, or Procurement total > $660M •ASN(RD&A) designation as special interest •Not applicable to IT programs	ASN(RD&A), or the individual designated by ASN(RD&A)
ACAT III	•**Weapon system programs**: -RDT&E total ≤ $140 million, or Procurement total ≤ $660 million, and - Affects mission characteristics of ships or aircraft or combat capability •**IT system programs**: -Annual costs ≤ $32M;Total program costs ≤ $126M; life-cycle costs ≤ $378M	Cognizant PEO, **SYSCOM Commander,** or designated flag officer or senior executive service (SES) official.
ACAT IV(T)	•Does not meet the criteria for ACAT III •**Weapon system programs**: -RDT&E total ≤ $140M or Procurement total ≤ $660M **IT system programs**: • Annual costs < $15M;Total program costs< $30M; life-cycle costs ≤ $378M	Same as ACAT III except that authority may be further delegated to a PGD.
ACAT IV (M)	•Same as ACAT IV(T) with two exceptions: -Does not require operational test and evaluation -Not applicable to IT system programs	Same as ACAT IV(T)
Abbreviated Acquisition Program (AAP)	•Does not require operational test and evaluation as concurred with in writing by MCOTEA •Weapon system programs: R&D< $10M & Production expenditure < $50M •IT system programs: Annual costs< $15M & Total program costs < $30M	Same as ACAT IV(T)

Table 4A. ACAT Categories

The PM shall review each program relative to the above ACAT boundaries.

- The PM shall prepare an ACAT designation request to COMMARCORSYSCOM as described in Chapter 5, for programs anticipated to fall within the ACAT III, IV, or AAP boundaries.

- The PM shall contact the Assistant Commander, Programs (ACPROG) if the program is anticipated to fall within the ACAT I or II boundaries as shown above. ACPROG will coordinate appropriate notification to Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN RDA) and Under Secretary of Defense for Acquisition, Technology, and Logistics (USD AT&L).

- COMMARCORSYSCOM serves as MDA for ACAT III, IV, and AAPs assigned to MARCORSYSCOM, and may delegate this authority as described in Chapter 5.4. MDA authority for ACAT I and II's resides with ASN RDA or USD AT&L.

COMMARCORSYSCOM assigns appropriate ACAT III, IV, and AAP designations based on the thresholds and definitions specified in Table 4A as well as an assessment of overall program risk, complexity, impact, and visibility. COMMARCORSYSCOM may elect to elevate the ACAT designation beyond what is required by an assessment of dollar thresholds in Table 4A. For example, a program that meets AAP thresholds may be elevated to an ACAT III, based on an assessment of visibility, risk, complexity, and impact.

COMMARCORSYSCOM may at any time in the program lifecycle revisit a previous ACAT designation and/or delegation. For example, COMMARCORSYSCOM may elect to rescind delegation of MDA or revise a previous ACAT designation based on program complexity, risk, change in estimated cost, or other factors. For those programs where MDA has been delegated to a PGD, the PGD shall periodically review all assigned ACAT programs and make appropriate recommendations to COMMARCORSYSCOM regarding ACAT designation and delegation based upon the above factors.

4.3 Description of ACAT Categories.

ACAT III. COMMARCORSYSCOM designates ACAT III programs assigned to MARCORSYSCOM and serves as the MDA. The Commander may elect to delegate MDA for such programs to a designated flag officer

or Senior Executive Service (SES) official, but generally this does not occur at MARCORSYSCOM.

ACAT IV. There are two categories of ACAT IV programs. ACAT IV(T) (Test) programs require operational test and evaluation (OT&E), while ACAT IV(M) (Monitor) programs do not. ACAT IV(M) programs require developmental testing (DT), which is managed by the PM. The Director, Marine Corps Operational Test and Evaluation Activity (MCOTEA) may elect to monitor testing of ACAT IV(M) programs.

COMMARCORSYSCOM will designate ACAT IV programs and may delegate MDA for such programs to a PGD or SES official. MCOTEA must concur in writing with all ACAT IV(M) designations.

AAPs. Acquisitions may be designated as AAPs if they do not require OT&E and they meet the AAP dollar thresholds in Table 4A. MCOTEA must concur in writing that OT&E is not required. In addition, the Director, Financial Management (DFM) must concur that the program does not exceed AAP cost thresholds.

COMMARCORSYSCOM will designate AAPs and may delegate Program Decision Authority (PDA) to a PGD or SES official. (*Note: For AAPs, the decision authority is referred to as the PDA and not the MDA).*

Programs should be of relatively low risk and complexity to be considered for designation as an AAP. As such, required documentation and review procedures should be appropriately streamlined and tailored. A recommended streamlined AAP documentation approach is provided in Chapter 7.2.

The PM shall meet with their respective Strategic Business Teams (SBTs) to develop a tailored AAP documentation plan. Together with the SBT, the PM shall make a recommendation to the PDA regarding required program management events and documentation to include content and format.

AAPs will be subjected to the appropriate level of DT required to ensure the technical parameters and operational requirements are met. DT is accomplished under the direction of the PM with the advice and assistance of the APGD Engineering (ENG).

Chapter 5: ACAT DESIGNATION REQUESTS & DELEGATION OF MDA/PDA

5.1 ACAT III, IV, and Abbreviated Acquisition Program (AAP) Designation Requests.

Commander, Marine Corps Systems Command (COMMARCORSYSCOM) is the ACAT designation authority for all programs assigned to the MARCORSYSCOM. COMMARCORSYSCOM designates ACAT III and IV programs as well as Abbreviated Acquisition Programs (AAPs). This authority can only be delegated to the Executive Director (ED), not to Product Group Directors (PGDs) or Program Managers (PMs).

5.2 ACAT III, IV, and AAP Designation Process.

PMs shall submit ACAT designation requests to COMMARCORSYSCOM via the PGD and Assistant Commander, Programs (ACPROG). Enclosure (g) provides the format for an AAP designation request. Enclosure (h) provides the format for ACAT III and IV designation requests.

The Assistant Product Group Director (APGD) PM/Strategic Business Team (SBT) is the PGD staff focal point for ACAT designation requests. Below is a step by step description of the process.

- The PM submits the draft ACAT designation request to the APGD PM for review.
  - If requesting an ACAT IV Monitor (M) designation, the PM will obtain the Marine Corps Operational Test and Evaluation Activity (MCOTEA) concurrence letter shown in Enclosure (i), and provide MCOTEA with the required documentation as prescribed on Page 12 of the USMC Integrated Test and Evaluation Handbook.
  - If requesting an AAP designation, the PM will obtain the MCOTEA concurrence letter shown in Enclosure (i) as well as the Director, Financial Management (DFM) checklist shown in Enclosure (j).
- The APGD PM coordinates the internal SBT/PGD review.
- The PM submits the ACAT designation request for PGD approval (signature) after SBT review and concurrence.
- The PM provides the PGD approved package to ACPROG for action.
- ACPROG will assess the PM's request and provide a recommendation to COMMARCORSYSCOM. ACPROG will also

prepare an Acquisition Decision Memorandum (ADM) from COMMARCORSYSCOM to the PGD as described below.

After review of the PM's proposed ACAT designation request and the staff recommendation, COMMARCORSYSCOM will issue an ADM which either:

1) Approves the request and delegates Milestone Decision Authority (MDA) or Program Decision Authority (PDA).

2) Approves the request, and retains MDA or PDA at the COMMARCORSYSCOM level.

3) Disapproves the request and directs other actions.

4) Disapproves the request and directs no action be taken to execute the program.

The ADM will also provide guidance regarding any program specific documentation requirements and exit criteria.

5.3 ACAT Change Requests.

After receipt of the initial ACAT designation from COMMARCORSYSCOM, the PM shall continue to monitor the program to ensure that it remains within the cost threshold (per Table 4A) of the assigned ACAT designation. In addition, the PM shall monitor other factors which may require a change to the initial ACAT designation. For example, a program initially designated as an ACAT IV(M) may subsequently be determined to require operational test and evaluation; and require re-designation as an ACAT IV(T). As soon as the PM is aware of a required change to the existing ACAT designation, the PM shall prepare an ACAT designation change request for COMMARCORSYSCOM approval. An example is provided in Enclosure (h).

5.4 Delegation of MDA.

Fundamental to implementing the acquisition chain of command is the identification of the MDA or PDA as the single focal point for milestone decisions. SECNAVINST 5000.2E establishes COMMARCORSYSCOM as the MDA for Marine Corps ACAT III & IV programs and the PDA for AAPs. This authority may be delegated for ACAT IVs or AAPs at the discretion of COMMARCORSYSCOM to a PGD or Senior Executive Service (SES) official.

PGDs may request delegation of MDA for ACAT IV programs or PDA for AAPs from COMMARCORSYSCOM. The request shall be submitted within a memorandum to the COMMARCORSYSCOM via AC PROG, and

address how the program meets the below criteria for MDA/PDA delegation:

- ACAT IV or AAP.
- Cost estimate of sufficient fidelity to support the proposed/identified ACAT level.
- Low risk, visibility, impact, and complexity.
- Validated requirement.

The request for delegation of MDA may be combined with the request for ACAT designation, or it may be submitted separately. An example of an MDA delegation request is provided in Enclosures (g) and (h).

Delegation of MDA or PDA shall be documented in an ADM prepared by ACPROG from COMMARCORSYSCOM to the designated official.

Chapter 6: MANAGEMENT OF MARCORSYSCOM ACAT PROGRAMS AND PRE-ACAT EFFORTS

6.1 DoD Process for Assigning MDA.

The below figure illustrates the flow of Milestone Decision Authority (MDA) from Under Secretary of Defense for Acquisition, Technology, and Logistics (USD AT&L) to Commander, Marine Corps Systems Command (COMMARCORSYSCOM).

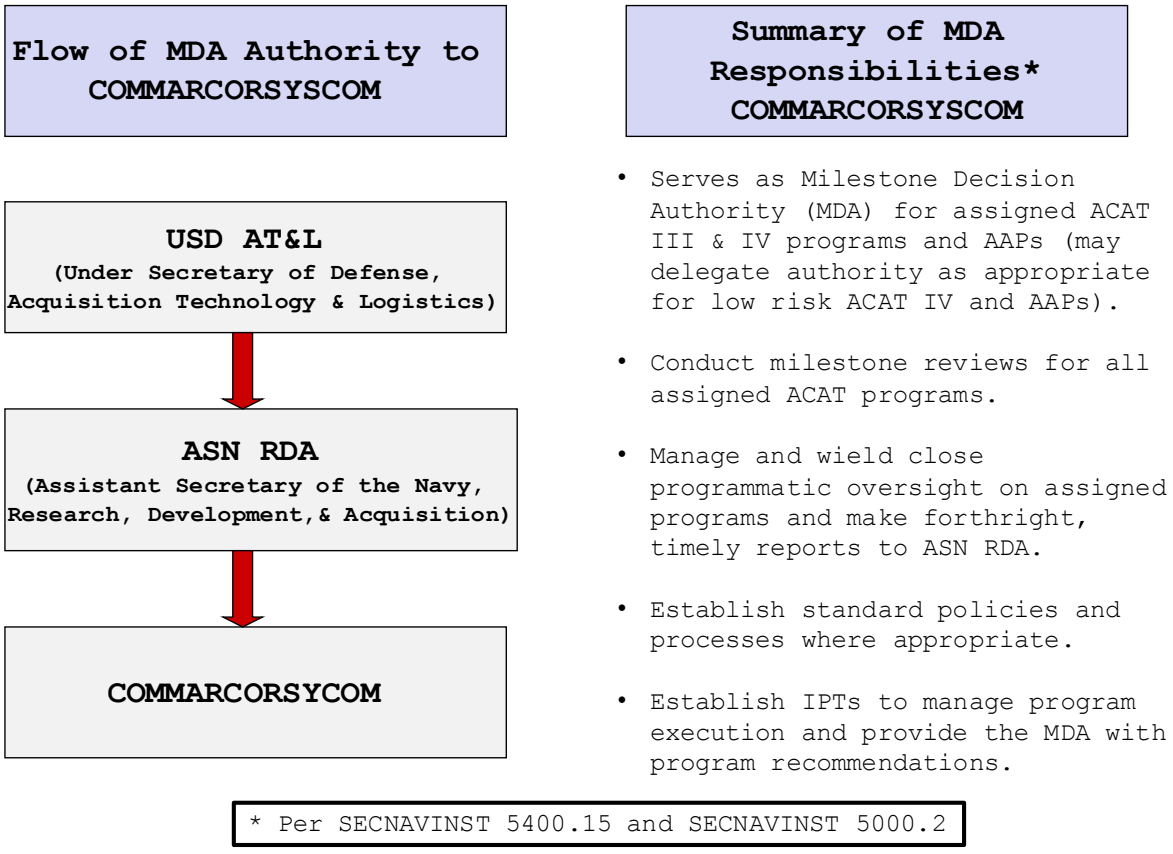


Figure 6A. Flow of MDA Authority to COMMARCORSYSCOM

SECNAVINST 5000.2E assigns SYSCOM Commanders the authority, responsibility, and accountability for life cycle management of all acquisition programs within their cognizance. It further requires SYSCOM Commanders to implement appropriate management controls to ensure compliance with DoDI 5000.02 and the SECNAVINST 5000.2E.

6.2 DoD Process for Managing ACAT Programs.

Integrated Product and Process Development (IPPD) is the preferred Department of Defense (DoD) technique for the management of acquisition programs.

The IPPD process has several key features:

- The management and assessment of Acquisition Category (ACAT) programs and pre-ACAT efforts are accomplished via multi-functional teams known as Integrated Product Teams (IPTs).

- All key stakeholders and competencies are IPT members and work as a team to:
  - Concurrently review the progress of programs to the next Milestone (MS) or Key Acquisition Event (KAE).
  - Identify issues and risks early in the process and develop an adjudication strategy.

- IPTs may be established at various levels.
  - A strategy level IPT is established to review the overall program and make recommendations to the MDA.
  - Working Integrated Product Teams (WIPTs) are established as appropriate to support the Program Manager (PM) in the execution and management of the program.

A key benefit of the IPPD process is all stakeholders work together at the same time to provide feedback relative to the program and develop a single recommendation to the Decision Authority. In the past, programs were delayed due to sequential or stovepipe reviews of programs.

MARCORSYSCOM implements IPPD by the Milestone Assessment Team (MAT) process for programs where COMMARCORSYSCOM has retained MDA. Product Group Directors (PGDs) implement IPPD principles by use of the Strategic Business Team (SBT) to assist in program reviews. In addition, multiple WIPTs are established throughout MARCORSYSCOM.

Additional information regarding the IPPD process can be found in The Rules of the Road: A Guide for Leading Successful Integrated Product Teams (Reference (o)).

6.3 MDA/PDA Responsibilities.

The below principles apply to all MARCORSYSCOM programs. Specific guidance for programs where COMMARCORSYSCOM serves as MDA/Program Decision Authority (PDA) is provided in Chapter 6.4. Guidance for programs where the PGD serves as MDA/PDA is provided in Chapter 6.5.

The MDA/PDA shall:

- Review programs and pre-ACAT efforts at major MS and KAEs to determine their suitability for entry into the next phase of acquisition.

- Consider the recommendations of an integrated IPT (with membership from all competencies and stakeholders) regarding program status and readiness to proceed to the next MS/KAE. The IPT shall align with IPPD principles.

- Implement appropriate interim reviews as well as governance and management procedures to support effective execution of all assigned programs.

- Conduct program reviews in accordance with this Guidebook and MARCORSYSCOMO 5000.3A.

- Ensure compliance with DoDI 5000.02, SECNAVINST 5000.2E and applicable law and regulation. (Note – the MARCORSYSCOM Probability of Program Success (PoPS) core briefing charts align with and include references and hyperlinks to higher level guidance).

- Examine and, as appropriate, adopt innovative techniques that reduce cycle time and cost, and encourage teamwork.

- Ensure accountability and maximize credibility in cost, schedule, and performance (C/S/P) reporting.

- Document all program decisions. This includes, but is not limited to PoPS briefing charts/reports/templates, Acquisition Decision Memorandums (ADMs), Decision Memorandums (DMs), Memorandum of Agreement (MOAs), and Memorandums for the Record (MFRs).

- Comply with all required reporting requirements to include The Online Project Information Center (TOPIC) and Assistant

Secretary of the Navy for Research, Development, and Acquisition (ASN RDA) DASHBOARD as described in Chapter 9 of this Guidebook.

6.3.1 Program Manager Responsibilities.

The PM is accountable for program execution and management to include development, production, and sustainment to meet the user's operational needs. The PM shall:

- Prepare and execute all program documentation and ensure compliance with reporting requirements.
- Provide the MDA with credible (C/S/P) reporting.
- Assist the MDA in executing the responsibilities defined above.

6.4 Management Procedures for Programs Where COMMARCORSYSCOM Serves as MDA/PDA.

6.4.1 General.

Assistant Commander, Programs (ACPROG) Assessments will serve as the staff focal point for those programs for which COMMARCORSYSCOM has elected to retain MDA/PDA. ACPROG will execute all ADMs for COMMARCORSYSCOM signature, and lead the MAT process as described below.

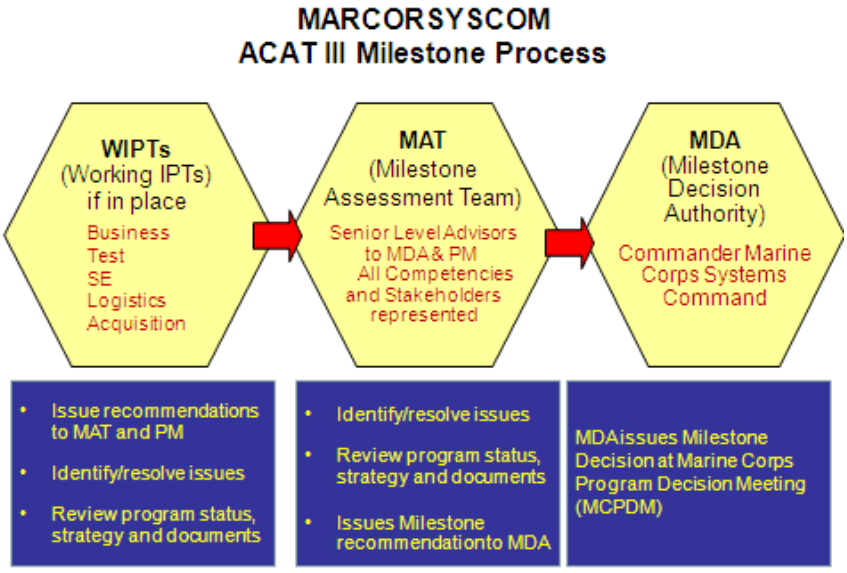


Figure 6B. MARCORSYSCOM Milestone Assessment Team (MAT) Process Programs Where COMMARCORSYSCOM Serves as MDA

6.4.2 Milestone Assessment Team (MAT) Process.

The MAT shall be chaired by ACPROG and include:

- Combat Development and Integration (CD&I), Marine Corps Operational Test and Evaluation Activity (MCOTEA), and other key external stakeholder organizations.
- All MARCORSYSCOM Competency Directors (CDs).
- The respective PGD.
- PM.

ACPROG shall work with the PM to identify all external stakeholders and ensure they are represented on the MAT. The MDA shall approve the final recommended MAT membership.

The MAT provides the MDA with an integrated assessment of each program. To be effective, all appropriate competencies and stakeholders must work together as a team and provide the PM with timely recommendations.

The MAT reviews the program events from an overarching perspective to ensure the program strategy and schedule reflect a realistic and integrated approach. This will include identification of risks, dependencies between events across all competencies, critical path or long lead items, and development of recommended mitigation strategies as appropriate.

The MAT uses the MARCORSYSCOM PoPS core briefing charts and criteria questions as the primary assessment tool, per MARCORSYSCOMO 5000.3A.

Below provides a detailed description of MAT membership, responsibilities and processes. In addition, Enclosure (k) provides examples of the following MAT tools and artifacts: MAT Recommendation to the MDA, Action Item Tracker, Plan of Action and Milestones (POA&M), and Summary Assessment for MDA.

MAT Membership
Each organization may designate one or more representatives as appropriate in consultation with the MAT Chair.
Internal
AC PROG (Chair) ACPROG Assessments chairs the MAT. ACPROG Cost & Analysis (C&A) and ACPROG POM shall participate as appropriate and provide their recommendations to the MAT Chair.
DC SIAT
PGD The APGDs shall participate concurrently in the MAT to ensure a streamlined review cycle.
DC RM
AC LCL
AC Contracts
Safety
PM
External
HQMC – CD&I (mandatory)
Other HQMC participation All HQMC organizations with an interest in the program should be invited to participate.
MCOTEA (mandatory)
LOGCOM

Table 6A. MAT Membership

MAT Process Organizational Responsibilities
Organization: MARCORSYSCOM ACPROG (Chair) • Work with the PM to determine MAT membership. • Schedule meetings within appropriate timelines. • Chair MAT and provide summary of each MAT meeting to include status of actions to all MAT members. • Coordinate staff inputs, facilitate the resolution of issues at the lowest appropriate level. • Objectively represent the views of the MAT members. • Ensure that in cases of substantive disagreement between MAT members and/or the PM, the issues are quickly framed and presented to COMMARCORSYCOM so that programs are not delayed due to disagreements over issues. • Provide guidance to the PM regarding content of MDA decision briefs. • Prepare draft ADM and ensure staffing to appropriate stakeholders. Ensure that senior leadership has reviewed and concurs with the ADM and decision package prior to the pre-brief with the Executive Director. This requires the MAT Chair to obtain written confirmation (this may be electronic) from each MARCORSYSCOM CD, MAT principal, and appropriate senior leadership. • Prepare the MDA Summary Assessment. Ensure it provides objective and complete data to enable COMMARCORSYSCOM to execute a fully informed MDA decision. Ensure all MAT member perspectives (including dissenting views) are accurately represented in the MDA assessment.
Organization: MARCORSYSCOM DC SIAT, DC RM, AC Contracts, AC LCL, Safety, MCOTEA, HQMC, LOGCOM, and PGD • Ensure appropriate skill sets within each organization are represented on the MAT. This may require multiple MAT members from the same organization. For example, DC SIAT may appoint representatives from both SE and IA. • Ensure all MAT representatives are empowered to represent leadership and fully participate in the MAT process. MAT representatives must have sufficient expertise/seniority to provide guidance relative to program strategy. • Provide a timely response to ACPROG upon receipt of a request for MAT participation.
Organization: MARCORSYSCOM PM • Prepare all required products, briefings, and analysis to support the MAT process. • Provide a timely response to ACPROG upon receipt of a request for MAT participation.

Table 6B. MAT Process Organizational Responsibilities

6.4.3 MAT Member Roles and Responsibilities.

MAT Member Roles and Responsibilities
1) Participate in all MAT meetings or assign an empowered representative.
2) Review PoPS briefing packages and establish PoPS baseline score for MDA consideration.
3) Surface/resolve issues as a group early in the process and assist the PM in developing appropriate adjudication strategies. It is a disservice to the programs and process for issues to remain hidden or be surfaced unexpectedly at senior-level decision meetings.
4) Foster early/effective communication between MARCORSYSCOM leadership, internal and external stakeholders, and the PM.
5) Ensure the program meets the requirements of DoDI 5000.02, SECNAVINST 5000.2E, and MARCORSYSCOMO 5000.3A, and all other appropriate logistics, test, engineering, financial, and contracting guidance.
6) Review key program events and schedule for realism and effectiveness and provide timely recommendations to the PM.
7) Assist the PM in developing a tailoring strategy for MDA approval.
8) Track and monitor all actions directed by the previous ADM (exit criteria) and notify the MAT Chair of barriers to completion.
9) Mentor the PM regarding completion of documents to ensure they reflect sound planning and assessments before they are submitted for final review.
10) Provide data needed to resolve issues and to support MDA decisions in a timely manner.
11) Keep respective ACs, DCs, and other leadership informed of progress/issues and ensure all key products such as ADMs, PoPS Health Assessments, etc. are reviewed by leadership well in advance of the decision pre-brief to the Executive Director. Ensure that all comments are provided to the MAT Chair within required timelines.
12) Provide a comprehensive recommendation to COMMARCORSYSCOM prior to each MS/KAE. The recommendations shall be focused on the key elements of program success. Success is defined as affordable, executable programs that provide the most value for the resources invested.

Table 6C. MAT Member Roles and Responsibilities

6.4.4 MAT Process Overview.

Step 1. PM/Program Team Lead informs SBT and ACPROG of upcoming MS/KAE.

Step 2. ACPROG assigns MAT lead (MAT Chair).

Step 3. ACPROG MAT lead meets with PM to establish notional timelines, MAT membership, required products to support conduct of the MAT such as PoPS briefing templates, etc., and refine overarching strategy. Typically the MAT process includes an initial kick-off meeting, 1-3 interim MAT reviews, and a final meeting prior to the MDA decision brief. The MAT lead will work with the PM to establish an initial schedule tailored to the risk and complexity of each individual program.

Step 4. ACPROG notifies prospective MAT members and MARCORSYSCOM CDs and coordinates the MAT kick-off meeting.

Step 5. All organizations which have been requested to participate within the MAT shall provide a response to ACPROG within 5 working days.

Step 6. The initial MAT kick-off meeting shall be conducted and establish the following:

- Validate MAT membership and review required roles and responsibilities.
- Identify the next MS or KAE.
- Establish a POA&M required to support achievement of the identified MS or KAE.
- Identify appropriate PoPS core briefing charts and associated Gate templates.
- Review entrance criteria (to include statutory and regulatory documentation) which is located in each MARCORSYSCOM PoPS core briefing charts.
- Assess status of exit criteria from the previous ADM if applicable.
- Review program status, strategy, schedule, documentation, and risks as contained in the PoPS core briefing charts and Gate criteria questions.
- Establish initial PoPS baseline score.
- Identify follow on MAT meetings, required pre-briefings, and products required to support the MDA decision brief.

- Identify actions to be resolved prior to the MDA decision brief to include responsible parties and required resolution date.

Step 7. Conduct follow on MAT meetings per the POA&M established at MAT kick-off.

- Review MARCORSYSCOM PoPS core briefing charts and associated Gate criteria questions, update baseline score, refine charts and rationale for criteria question responses.
- Review status of program compliance with entrance criteria to include documentation.
- Review status of program compliance with exit criteria established at previous MS or KAE if applicable.
- Review actions previously identified by the MAT and update status, establish new actions as appropriate along with responsible parties and required resolution date(s).
- Review draft ADM language to include development of exit criteria for the next MS or KAE. Ensure that all stakeholders and CDs have reviewed the ADM and incorporate comments as applicable.
- Update the MAT POA&M as appropriate to include the date and agenda for the next MAT meeting.

Step 8. Conduct final MAT meeting and provide recommendation to the MDA.

- Review status of program compliance with entrance criteria and (if applicable) exit criteria established at previous MS or KAE and frame results for MDA.
- Validate the documentation is complete or final pending MDA signature.
- Finalize draft ADM language to include exit criteria for the next MS or KAE.
- Validate that all MAT actions have been adjudicated, deferred to the next MS, or addressed via ADM language.
- Review PoPS core briefing charts and associated Gate criteria questions, finalize baseline score, refine charts and rationale for criteria question responses.
- Frame open critical risks, issues, or concerns for MDA consideration as appropriate.
- Make MS recommendation to MDA. Each MAT member will be asked to confirm that the program should proceed or not proceed to the Marine Corps Program Decision Meeting (MCPDM) with COMMARCORSYSCOM. The MAT lead shall record

this vote and provide the record to the MDA. An example is provided in Enclosure (k).

- MAT members may choose to concur that the program should proceed to the decision brief with the MDA contingent upon resolution of a specific issue. In these cases, the MAT lead will frame the contingent concurrence for MDA consideration.
- If a MAT member non-concurs that the program should proceed to the MCPDM, the PM may elect to defer the decision until the issue is resolved. However, the PM may choose to proceed to the MCPDM. The MAT lead shall frame the issue along with the PM recommended mitigation for COMMARCORSYSCOM consideration.

Step 9. COMMARCORSYSCOM will review the MAT recommendations and issue a decision at the MCPDM.

Figure 6C provides a top level depiction of the MAT process and organizational roles and responsibilities.

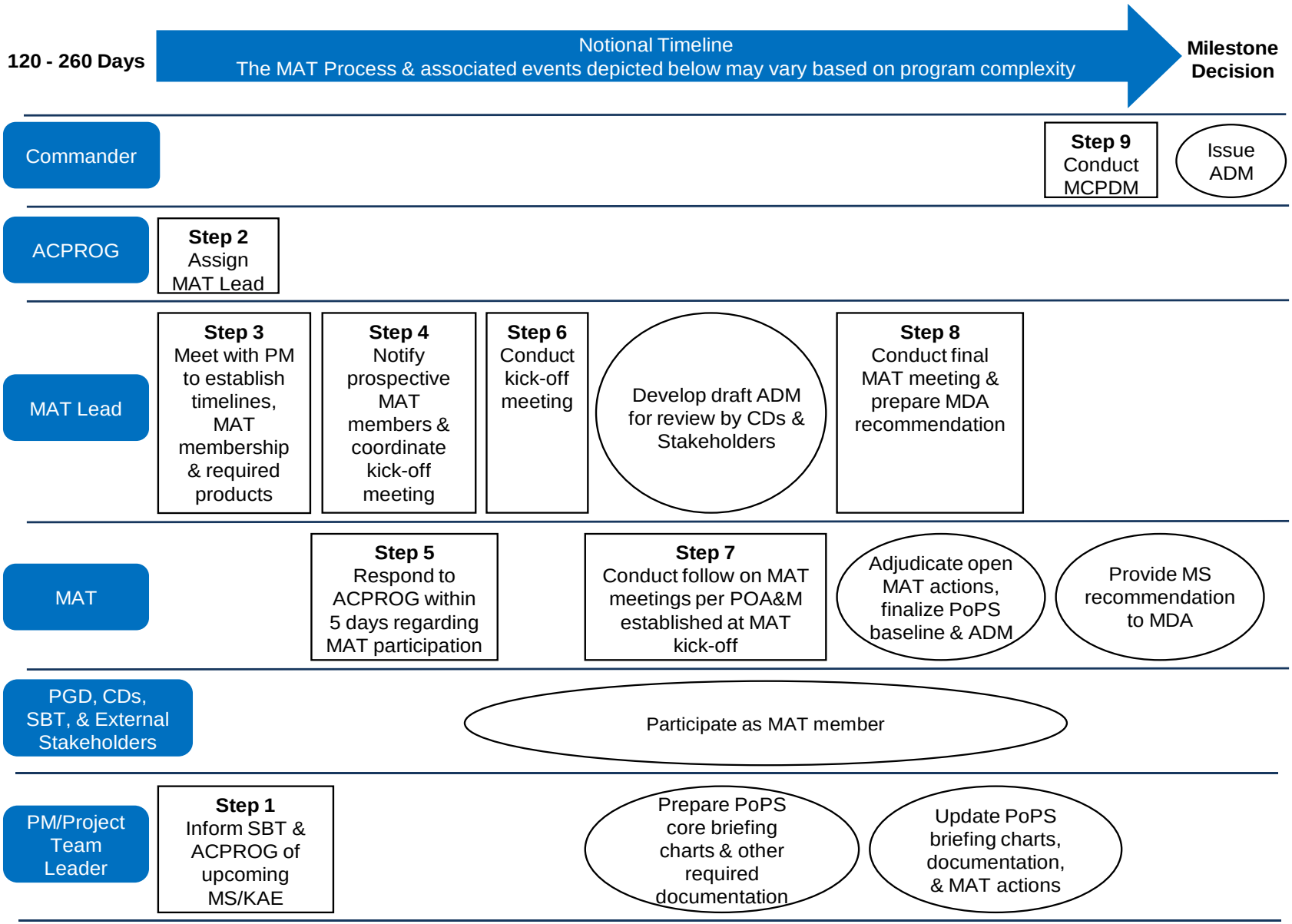


Figure 6C. MAT Process Top Level Overview

6.4.5 MAT Issue Resolution Process.

The MAT shall:

- Identify required actions and responsible parties for issues that can be fully addressed within the MAT process and track each action to final resolution.
- Draft appropriate language for issues that can be resolved by addition of ADM narrative.
- Frame other issues and recommendations for MDA consideration. In the case of substantive issues, the MAT (via the MAT Chair) shall schedule a meeting with MARCORSYSCOM leadership and key stakeholders to ensure the issues or risks are surfaced as soon as possible for leadership review and decision.
- Provide the MDA with a summary of all identified issues and status prior to each MS/KAE.

6.5 Management Procedures for Programs Where the PGD Serves as MDA/PDA.

COMMARCORSYSCOM may delegate MDA/PDA to a PGD or Senior Executive Service (SES) official. Delegation of MDA or PDA shall be documented in an ADM from COMMARCORSYSCOM to the designated official. Programs should be of relatively low risk and complexity to be considered for delegation.

The MDA/PDA for delegated programs shall:

- Follow the procedures outlined in Chapter 6.3.
- Ensure that each program is subject to regularly scheduled MDA/PDA reviews to assess the program's compliance with C/S/P goals as well as statutory and regulatory requirements.
- Establish a review process which directly aligns with the MAT process described in Chapter 6.4.
- Provide a copy of all ADMs to ACPROG.
- Ensure that records of all PoPS Health Assessments are updated, maintained, and readily available to support Command data calls.
- Provide ACPROG with the following every third Monday during the 1st and 3rd quarter each fiscal year:
    - A consolidated overview package of all ACAT programs (to include Abbreviated Acquisition Programs (AAPs)) that have been delegated to the PGD. The template for

each delegated overview package is provided in Enclosure (s).

- A summary of any pre-ACAT efforts and any other funded efforts, in excess of $5M annually, which have not been granted an ACAT designation by COMMARCORSYSCOM and/or delegated to the PGD.

- Ensure compliance with reporting requirements to include TOPIC and DASHBOARD as described in Chapter 9 of this Guidebook.

Chapter 7: TAILORING & PROGRAM DOCUMENTATION

7.1 MDA Tailoring.

General. One of the major themes of recent memoranda issued by the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD AT&L) and the DoDI 5000.02 is "tailoring in." Tailoring in means that the documentation, reviews, and events required for each program should be the minimum necessary to ensure effective and disciplined program execution. The Marine Corps has limited resources, and it is our responsibility to manage them wisely. As such, we should not require any documentation or event that does not contribute to the effective management and oversight of the program. DoDD 5000.01 and DAG Chapter 2.3.1.2 contain additional information regarding tailoring.

Process. The Program Manager (PM) shall assess the cost, complexity, and risk of each program and propose a tailoring strategy for Milestone Decision Authority (MDA) approval that addresses the following:

- Appropriate Milestones (MS) and Key Acquisition Events (KAEs).
- Program, logistics, and engineering reviews, as well as, test and evaluation events.
- Documentation required for each MS.

Each program is unique, and the tailoring strategy should be constructed to address program specific complexity, risk, technical maturity, etc. In general, lower risk programs will have substantially fewer reviews and streamlined documentation. For example, the suggested Abbreviated Acquisition Program (AAP) tailoring approach is provided at Chapter 7.2 and reflects minimal required documentation.

The MDA tailoring decision is captured via an Acquisition Decision Memorandum (ADM). It is imperative that the tailoring determination made at the initial MDA review is re-examined at each subsequent MS and adjusted as appropriate to reflect current program conditions. For programs where Commander, Marine Corps Systems Command (COMMARCORSYSCOM) serves as the MDA, the tailoring plan should be reviewed by the Milestone Assessment Team (MAT) before presentation to the MDA. For programs which have been delegated to a Product Group Director (PGD), the Strategic Business Team (SBT) should review the plan before presentation to the MDA.

Regulatory Requirements. Regulatory requirements are those established by regulation, directive, or other policy memorandum. The MDA may elect to streamline or eliminate regulatory reports, documents, and events. This includes program MS/KAEs, documentation, and supporting program technical and logistics reviews. The MDA may also tailor test and evaluation (T&E) events; except in the case of Director, Operational Test and Evaluation (DOT&E) oversight, live fire, or other statutory test events.

Statutory Requirements. Statutory requirements are established by law, and typically embedded within federal statutes. Tailoring or waiver of statutory documents, reports, event requirements, and processes can only be done in rare cases and may require justification to Congress. If a PM wishes to request a waiver of any statutory document or requirement, the request must be submitted via the SBT and PGD to COMMARCORSYSCOM for review. In turn, COMMARCORSYSCOM may reject the request or submit the request via the Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN RDA) and USD AT&L for approval by the appropriate authority.

Identification of Statutory vs. Regulatory Requirements. The MARCORSYSCOM Probability of Program Success (PoPS) core briefing charts (located on the Integrated Milestone Decision Process (IMDP) SharePoint site) provide a complete listing of statutory and regulatory documents and requirements for each MS and KAE.

7.2 Program Documentation.

General. Documentation requirements for MARCORSYSCOM programs are provided for each MS and KAE at the IMDP SharePoint site within the MARCORSYSCOM PoPS core briefing charts. As soon as possible, the PM should begin planning for execution of all required program documentation. This includes execution of documents identified as "long lead", e.g. those that may require in excess of five months to prepare, staff, and obtain approval. These long lead documents are identified in the MARCORSYSCOM PoPS core briefing charts for each MS and KAE within the notional timeline chart.

7.2.1 AAP Documentation.

Recommended documentation and events for an AAP are described below, and may be tailored by the MDA as described in Chapter 7.1.

- Validated Requirement. This may include a Statement Of Need (SON), Letter Of Clarification (LOC), Problem Statement for Business Systems, or an appropriate Joint Capabilities Integration and Development System (JCIDS) document. SECNAVINST 5000.2E Chapter 1.4.6 states that the requirement for an AAP may take the form of a memorandum from the resource sponsor (signed at the GO/SES/Flag Officer level). This is referred to as the Program/Resource Sponsor Requirements Memorandum.
- Acquisition Program Baseline (APB).
- Cost Analysis Requirements Document (CARD).
- Program Life Cycle Cost Estimate (PLCCE).
- Tailored Manpower, Personnel and Training (MPT) analysis.
- Strategies for:
    - Test and evaluation.
    - Systems engineering to include the conduct and timing of technical reviews.
    - Supportability.
    - Acquisition plan.
    - Configuration Management.
    - Integrated planning and scheduling to include the conduct and timing of all key program events.
- Tailored analysis of the system's ability to operate in the intended electromagnetic environment (per Military Standard 464 (MIL-STD-464)).
- System safety program tailored (per MIL-STD-882) to identify Environment, Safety and Occupational Health (ESOH) hazards.
- Clinger-Cohen Act (CCA) compliance and information assurance strategy for Information Technology (IT) systems, including National Security Systems (NSS).
- IT registration for Mission-Critical (MC) and Mission-Essential (ME) IT systems, including NSS.
- Other regulatory or program information required by the Program Decision Authority (PDA). This may include a tailored Integrated Master Schedule (IMS).

7.2.2 Streamlining Documentation.

There are a number of MARCORSYSCOM documents which are currently being reviewed to ensure compliance with recent OSD guidance relative to streamlining. These include the Program Protection Plan (PPP), System Engineering Plan (SEP), Marine Corps Single Acquisition Management Plan (MCSAMP), and Life Cycle Sustainment Plan (LCSP). As part of this process, the MCSAMP and LCSP have been converted to align with Office of Secretary of Defense

(OSD) templates, to include transition of the MCSAMP to an Acquisition Strategy/Acquisition Plan (AS/AP) (Reference (p)). Updated versions of all documents and associated implementation instructions will be provided in the MARCORSYSCOM PoPS core briefing chart document listing and announced to the workforce via TIGER. Please contact your SBT or ACPROG Assessments with specific questions.

Chapter 8: TOOLS & ADDITIONAL GUIDANCE

8.1 Integrated Master Plan (IMP)/Integrated Master Schedule (IMS).

The Integrated Master Plan (IMP) and Integrated Master Schedule (IMS) are business tools that enhance the management of acquisition programs. All Marine Corps Systems Command (MARCORSYSCOM) programs and pre-Acquisition Category (ACAT) efforts should prepare, use, and regularly update an IMP and IMS to manage daily operations.

Below is a brief summary of the IMP and IMS as well as associated definitions. Detailed guidance is provided within the Defense Acquisition Guidebook (DAG) Chapter 4.5.2 and 4.5.3. In addition, the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD AT&L) IMP and IMS Preparation and Use Guide (Reference (q)) provides all information required to initiate and manage an IMP and IMS. For MARCORSYSCOM programs, the Program Manager (PM) should consult with the Strategic Business Team (SBT) for guidance on implementation within each specific program.

The level of detail for each IMP/IMS should be tailored to the specific characteristics of each program. The tailoring process is described in Chapter 7.1. In general, the IMP/IMS for programs with high risk or complexity should show greater detail to provide the PM enhanced visibility to program status and underlying events. However, the more detailed the IMS, the greater the cost to track and update the schedule. As such, the PM should exercise sound business judgment when determining the level of detail required in the IMP/IMS.

The below figure depicts many of the inputs the PM reviews to begin populating the initial IMP/IMS. This includes the requirements document, Work Breakdown Structure (WBS), historical information, and planned key technical, logistics and program events and documentation. In addition, the PM should review the notional timeline charts contained in the MARCORSYSCOM Probability of Program Success (PoPS) core briefing charts. The initial schedule will be notional, and gain fidelity over time as the program matures.

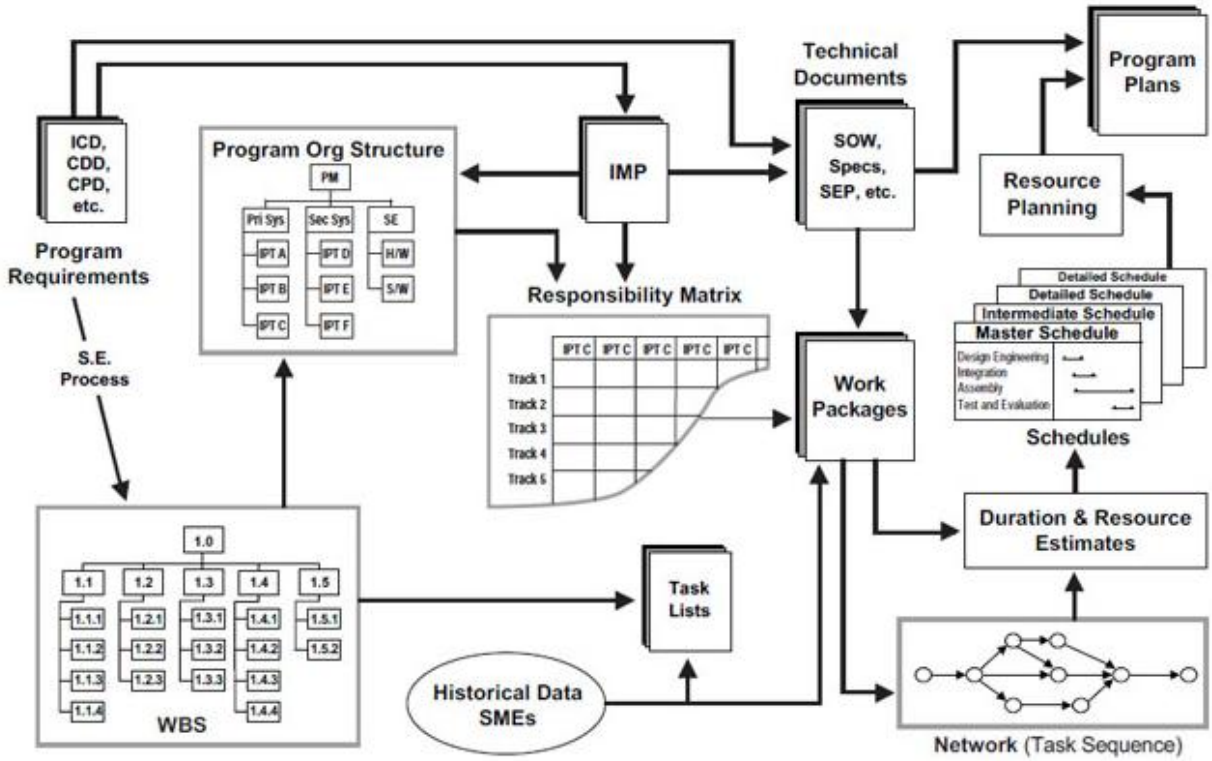


Figure 8A. Inputs Used to Develop Program Schedule (from PM e-Toolkit)

IMP. An IMP is an event-based narrative plan consisting of a hierarchy of program events. Each event is supported by specific accomplishments with detailed criteria for completion. The IMP is often included as part of the contract and in these cases is contractually binding. The IMP should be included in Statements of Work (SOWs) that are issued to government performers.

IMS. The IMS is an integrated schedule of tasks required to execute the program. The IMS includes all:

- IMP events, accomplishments, and supporting closure criteria.
- All the elements required to develop, produce, deliver, and sustain the final product. This includes: key program, technical, logistics, integrated test and contracting events and documents. (This should reflect the Milestone Decision Authority (MDA) approved tailoring strategy as described in Chapter 2 of this Guidebook).

The IMS enables the PM to build a realistic schedule and identify, track, and manage program dependencies and critical path events. The following concepts are provided to assist the PM in developing a realistic schedule.

Critical Path. The critical path events are those which will take the longest time to accomplish and require close monitoring by the PM. The critical path will be identified by the IMS, thus enabling the PM to actively manage schedule drivers.

Risk Adjustment. This is the additional time built into the schedule to accommodate unanticipated delays. A realistic program schedule should include appropriate risk adjusted timeframes (durations) since it is very rare for all events to occur within originally planned timeframes.

Dependencies. Certain program events and documents are dependent upon the accomplishment of prior events or documentation. For example, the appropriate technical reviews must be completed prior to a Milestone (MS). All such dependencies should be built in to the IMP/IMS. This provides the PM with a realistic schedule and enables proactive management of schedule drivers.

Float. This is the amount of time that a task can be delayed without impacting other tasks. Float is an important element as it provides the PM insight into schedule status especially in the case of critical path schedule events.

8.2 Risk.

Overview. Effective risk management is a key to program success. Program risks are future uncertainties which may impact the program's ability to meet cost, schedule, and performance (C/S/P) goals. Effective risk management requires the regular participation of all competencies and stakeholders. It is recommended that the PM charter a Risk Management Board (RMB) which will regularly meet to identify and manage risk.

The Risk Management Guide for DoD Acquisition (Reference (r)) identifies three components of risk:

- A future root cause (yet to happen), which, if eliminated or corrected, would prevent a potential consequence from occurring.

- A probability (or likelihood) of that future root cause occurring.

- The consequence (or effect) of that future occurrence.

Risks vs. Issues. A risk is something that may occur in the future. An issue is something that has already occurred or is occurring.

8.2.1 Risk Reporting Matrix.

The below risk reporting matrix is used to illustrate the various levels of program risk. The level of risk for each root cause is reported as low (green), moderate (yellow), or high (red). The risk level is determined by assessing the consequence of the risk, together with the likelihood of it occurring. This enables the PM to highlight those risks that pose the greatest threat to overall program success.

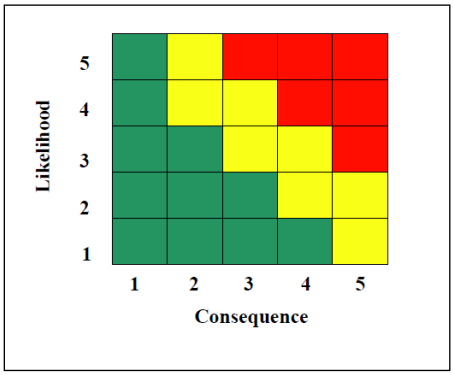


Figure 8B. Graphical Representation of Risk Reporting Matrix

Additional information can be found in the Risk Management Guide for DoD Acquisition.

In addition to the above risk cube, all MARCORSYSCOM programs are required to populate a risk burn-down slide for any risk identified as red. An example template is shown below and is included in the MARCORSYSCOM PoPS core briefing charts for each MS and Key Acquisition Event (KAE). The risk burn down slide should include:

- A brief description of the risk.

- Mitigation steps (current and future). Numbered steps should correspond to the graphic in demonstrating envisioned mitigation across time.

- A checkmark for mitigation steps that are completed (as appropriate).

The below figure provides an example of a risk burn-down chart.

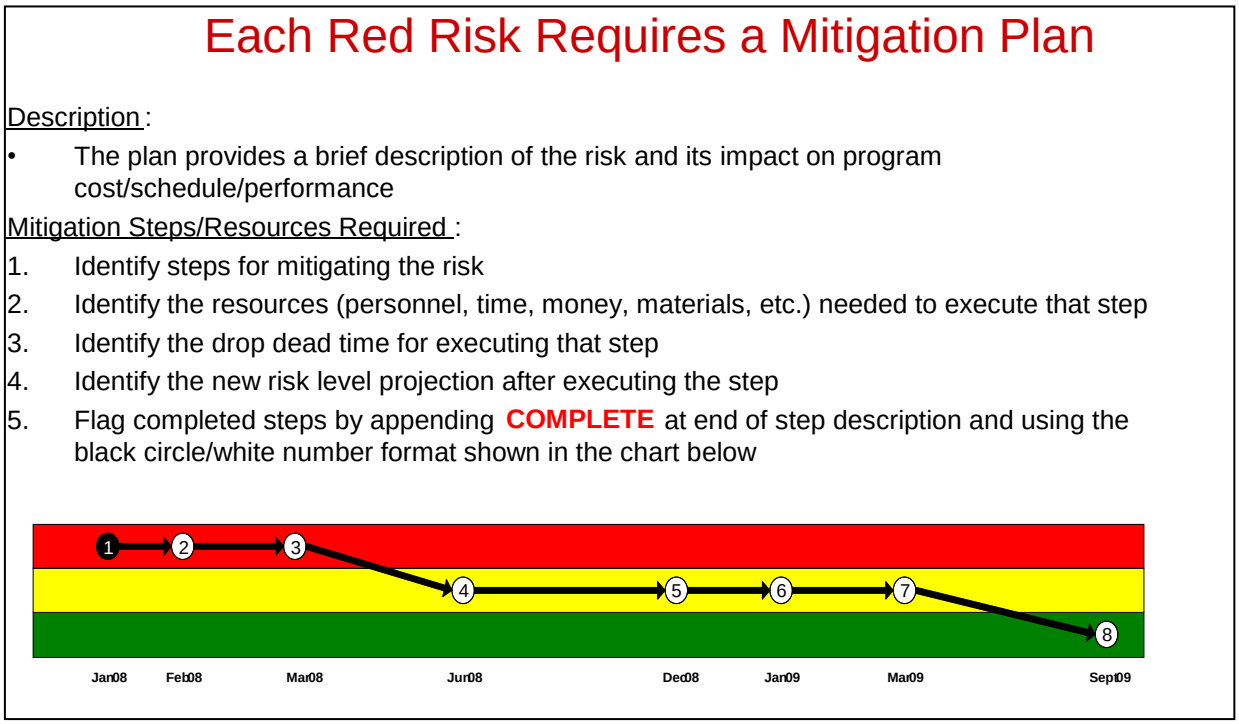


Figure 8C. Risk Burn Down Chart

8.3 Clinger-Cohen Act (CCA).

The Clinger-Cohen Act (CCA) is a statutory requirement. All programs should be evaluated to determine if they have any information technology (IT) components and to determine the applicability of CCA. If a program has Information Assurance requirements it will likely need to be CCA compliant. MARCORSYSCOM guidance can be obtained at MARCORSYSCOM Clinger Cohen Act Guidance. Further information is also available in the DAG Chapter 7.8.

8.4 Test and Evaluation Planning.

Integrated testing is fundamental to the effective execution of all acquisition programs to include Abbreviated Acquisition Programs (AAPs). The test and evaluation strategy and results ensure that the product or capability we are acquiring meets its intended purposes as defined in the requirements document. The test and evaluation strategy is tailored to the specific characteristics of each individual program. Lower risk programs

may require developmental test (DT) only. In a DT effort, the PM develops and oversees all testing. The PM should ensure that the appropriate rigor and discipline are applied to the planning and execution of all DT. This includes ensuring that a senior Government test advisor (preferably independent from the Program Management Office (PMO)) oversees and monitors the development of test and evaluation strategies, as well as the conduct of test and evaluation events. This may be the SBT, Assistant Product Group Director, Engineering (APGD ENG), Marine Corps Operational Test and Evaluation Activity (MCOTEA) advisor, etc.

Some programs will warrant independent test and evaluation from an independent Operational Test Agency (OTA). MCOTEA serves as the OTA for most MARCORSYSCOM programs which require an OTA. The PM shall assess the specific characteristics of each proposed program and provide a recommendation regarding the category of test required as described in Chapter 4. Additional guidance regarding the test and evaluation process and procedures are provided in the USMC Integrated Test and Evaluation Handbook.

It is imperative that the PM begin planning for integrated test and evaluation activities as early as possible in the program lifecycle. In addition, the program test advisor or Test Working Integrated Product Team (WIPT) should be involved in the review of all program documentation to include requirements documentation if possible. This will ensure that all test and evaluation considerations have been planned for and are fully addressed within the program schedule and budget. Additional guidance can be found in the DAG Chapter 9.

8.5 Business Capability Lifecycle (BCL) Implementation.

Background. USD AT&L Memorandum dated 23 June 2011 Subject: Directive-Type Memorandum (DTM) 11-009, Acquisition Policy for Defense Business Systems (DBS) (Reference (s)) establishes guidance requiring the use of the BCL model as the framework for oversight and management of DBS.

Purpose. The below provides an overview of above policy and potential impact on MARCORSYSCOM programs.

Definition. DBS - A DoD information system which supports business activities such as acquisition, financial management, logistics, strategic planning and budgeting, installations and environment, human resource management, IT and information

assurance infrastructure. (National Security Systems (NSS) are excluded).

Summary. The BCL framework applies to all DBS with a total cost over $1,000,000. It is intended to streamline the DoD 5000 construct to allow for rapid delivery and updates to IT capabilities. It is based upon statutory guidance and aligns with Business Enterprise Architecture (BEA).

Key Features.

- MDA responsibilities and DoDI 5000 documentation and reviews remain intact. However, there are now additional reviews, certifications, and oversight councils that advise the MDA prior to each MS. The level of membership varies depending on ACAT level.
    - Investment Review Board (IRB) – chaired by CIO DoD/DoN/HQMC.
    - Certification Authority (CA) and Pre-Certification Authority (PCA).
    - Defense Business Systems Management Council (DBSMC).
- A problem statement format is used in lieu of traditional Joint Capability Integration and Development Systems (JCIDS) documents.
- Independent Risk Assessments are required.
- A Business Case is required in addition to the Analysis of Alternatives (AoA).
- Service level implementation is evolving and updates will be provided as available.
- The DoD 5000 Defense Acquisition Framework is modified to reflect required reviews as shown below.

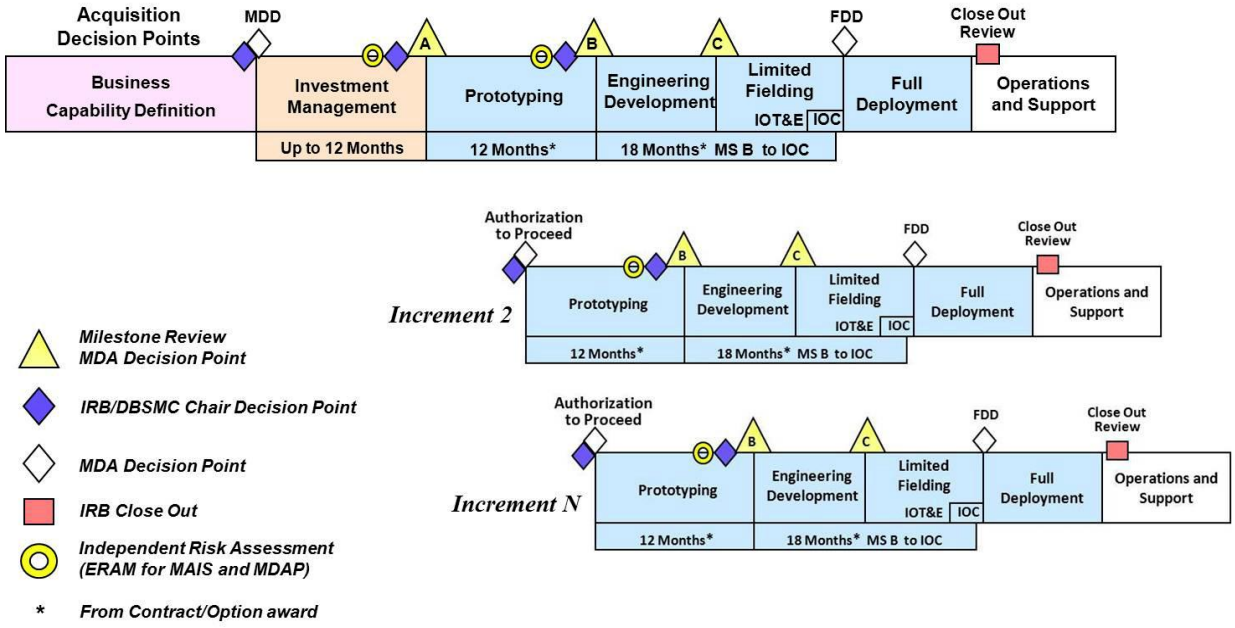


Figure 8D. BCL Process Overlay with DoDI 5000.02 Framework

8.5.1 MARCORSYSCOM BCL Implementation Plans.

A working group (BCL IPT) was chartered by the MARCORSYSCOM Integrated Milestone Decision Process & Policy (IMDPP) IPT in Apr 2011. The BCL IPT is analyzing the BCL framework (as shown in Figure 8E), to identify impacted processes and recommend policy updates as appropriate.

The BCL IPT is working with the Marine Corps Business Enterprise Office (MCBEO) to develop DBS implementation policy for ACAT III, IV programs, and AAPs. PG-10 is leading this IPT and will execute pilot programs under the BCL construct. The resulting lessons learned will be incorporated into MARCORSYSCOM policy and guidance.

If you have questions regarding the BCL process, please contact your APGD PM for guidance.

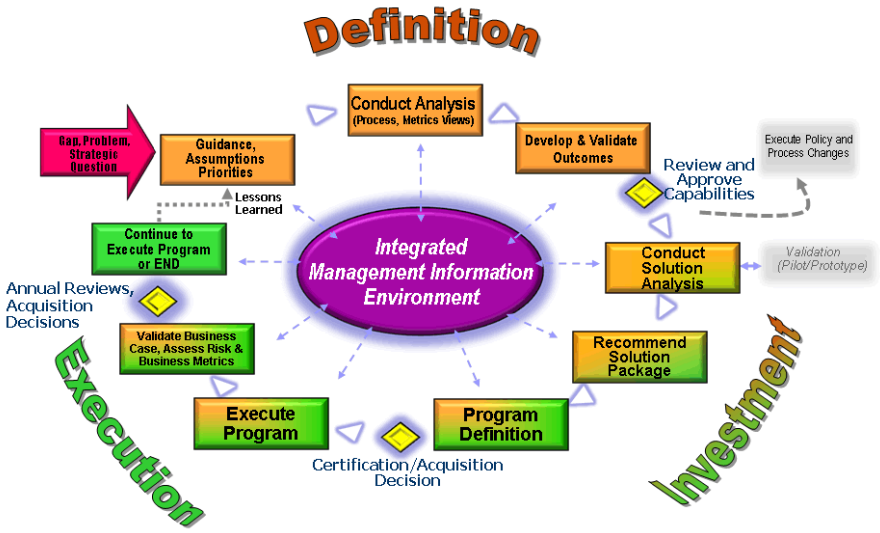


Figure 8E. BCL Framework

Additional guidance. Training modules and additional information are available at the Business Transformation Agency website.

8.6 Dr. Carter Guidance – Better Buying Power Memoranda.

Figure 8F. Better Buying Power

Dr. Carter, the former USD (AT&L), has released a series of memoranda/guidance to all acquisition professionals regarding streamlining the acquisition process and obtaining efficiencies.

All guidance relevant to MARCORSYSCOM programs has been incorporated into the MARCORSYSCOM PoPS core briefing charts. These charts include instructions to assist the PM in ensuring compliance with Better Buying Power guidance. In addition, copies of all Dr. Carter memoranda can be located within the Defense Acquisition Portal via the Better Buying Power Gateway. This provides information about all Better Buying Power memoranda, to include lessons learned on implementation.

PMs are expected to review and apply the guidance as appropriate. The PM shall populate the "Dr. Carter Memo Applicability" slide in the MARCORSYSCOM PoPS core briefing charts for each MS or KAE. Below provides a brief summary of key recent memoranda.

- 14 Sep 2010 Office of the Secretary of Defense (OSD) AT&L Memo – "Better Buying Power."

  This memo outlines direction regarding delivering better value to the taxpayer and improving DoD business processes. Key focus areas include:
  - Targeting Affordability and Cost Growth.
  - Incentivizing Productivity and Innovation in Industry.
  - Promoting Real Competition.
  - Improving Tradecraft in Services Acquisition.
  - Reducing Non-Productive Processes and Bureaucracy.

- 22 April 2011 Memo – "Should-Cost" and "Will-Cost."

  This memo directs PMs to establish a should-cost goal that reflects cost savings compared to the original program cost estimate or "will cost." The PMs should also refer to additional guidance within the ASN RDA Memorandum of 19 July 11, "Implementation of Should-Cost Management." Sample should-cost/will-cost briefing charts are included in the MARCORSYSCOM PoPS core briefing charts. This includes specific instructions regarding the identification and management of key cost drivers.

- 29 April 2011 Memo – "Requirements for Life Cycle Management and Product Support."

  This memo implements section 805 of the FY10 National Defense Authorization Act (Public Law 111-84), which directed a number of changes to DoD policies to improve

weapon systems life cycle management and product support. It mandates a Product Support Manager (PSM) for ACAT I and ACAT II programs. Additional guidance is provided regarding Life Cycle Sustainment Outcome Metrics, the Life Cycle Sustainment Plan (LCSP), life cycle sustainment governance, DoD product support initiatives and information related to DoD Life Cycle Logistics workforce, tools, and resources.

- 11 May 2011 Memo – "Improving Technology Readiness Assessment Effectiveness."

  This memo emphasizes that MDAs are required to ensure that technology risk has been reduced to acceptable levels prior to entering engineering development, design, or production.

- 23 Jun 2011 Memo – "Improving Milestone Process Effectiveness."

  This memo requires the MDA to conduct a formal program review to authorize Request for Proposal (RFP) release prior to the MS B decision. This is called the Pre-Engineering and Manufacturing Development (EMD) Review. Key supporting documentation must be submitted for MDA review (may be in draft form) at least 45 days prior to the MDA decision. It further establishes peer reviews of all RFPs.

- 18 July 2011 Memo - "Document Streamlining - Program Protection Plan (PPP)."

  This memo provides guidance relative to streamlining the Program Protection Plan (PPP) and ensures integration between program protection planning and the information assurance process. A template for the streamlined PPP is provided within the memorandum.

- 19 July 2011 Memo - "Roles and Responsibilities of Office of the Secretary of Defense (OSD) Overarching Integrated Product Team Leaders (OIPT Leaders), Teams, and Team Members."

  This memo provides guidance relative to the conduct of program reviews via IPTs in cases where USD AT&L serves as the MDA. The principles in this memorandum are applicable to all ACAT programs and have been incorporated into this

Guidebook. Please note that at MARCORSYSCOM, our equivalent to the OIPT is the MAT.

8.7 Memorandum of Agreement (MOA).

A MOA is used to formalize an association between organizations and outline their responsibilities. The purpose of a MOA is to establish a written agreement between parties. The term MOA is generic and includes Memorandum of Understanding (MOU), Operating Agreement (OA), Letter of Agreement (LOA) or other similar documents. All MOAs must fully describe the relationship and responsibilities of the parties, to include all relevant expectations and resources (funding, personnel, structure, facilities, etc.).

All stakeholders should be included in the development of a MOA. An inclusive approach will help prevent inadvertently omitting a potentially interested organization.

MOAs with organizations external to MARCORSYSCOM should be submitted for Executive Director (ED) review. Prior to ED review, MOAs should be staffed to the below organizations:

- Deputy Commander, Resource Management (DC RM) - Financial issues, Personnel/Manpower issues.
- Assistant Commander, Contracts (AC Contracts) – Contracting issues.
- Assistant Commander, Programs (AC PROG) - Programmatic or Analytical issues.
- Deputy Commander, Systems Engineering, Interoperability, Architectures, & Technology (DC SIAT) – Technical or Engineering issues.
- Additional staffing through relevant Product Group Directors (PGDs), APGDs, and Special Staff functions may be required if the situation warrants.
- Command Counsel – Reviews all external MOAs.

All MOAs with external organizations shall reflect a fully vetted corporate view of the relationship and responsibilities being documented. The MOA shall specify a recurring review by all signatories; during which the MOA will be updated, cancelled, or continued. This recurring review may be triggered by a specific timeframe or achievement of a key event.

Agreements between two or more parties internal to MARCORSYSCOM typically do not require a MOA. However, if a MOA is needed between two PMs, review by their respective PGDs is required. If the agreement is between two PGDs, review by ACPROG is required. An example of a MOA is included in Enclosure (r).

8.8 Modifications.

During the program life cycle, it is often necessary to make configuration changes to an existing ACAT program. This is typically accomplished via a modification. MARCORSYSCOM policy regarding modifications is based on whether the system to be modified is in development/production, or is out of production. MARCORSYSCOM policy requires that modifications be treated with the appropriate level of rigor and management oversight. Detailed information and guidance is provided in Acquisition Policy Letter 02-09 "Modification to Systems" (Reference (t)).

8.9 Acquisition Program Baseline (APB).

Below provides a brief summary of APB content and management. Detailed guidance is provided within DAG Chapter 2.2.1.1 and DoDI 5000.02. In addition, sample Acquisition Program Baseline (APBs) are provided at Enclosure (n).

Description. The APB documents the program's C/S/P goals. An APB is required for all acquisition programs (including AAPs) beginning at program initiation (typically MS B or MS C) and throughout the program lifecycle. The APB shall be reviewed for relevance at each MDA program review and KAE.

Approval. The MDA approves the APB. Prior to MDA signature, the requirements organization (resource sponsor) concurs with the APB.

APB Content – Objective and Threshold Values. Each C/S/P goal must have an associated objective and threshold value.

- Threshold values are the minimum acceptable standard which meets the user's needs.

- Objective values reflect the "best case" scenario. An objective value may be the same as the threshold when appropriate.

(Note – a program is successful if it meets threshold values for C/S/P. The goal of the PM is to ensure that the program attains threshold values for C/S/P).

APB Content - Performance Parameters. At a minimum, the Key Performance Parameters (KPPs) contained within the requirements document will be included in the APB. For each performance parameter, if no objective is specified, the threshold value will serve as the objective value, and vice-versa.

APB Content - Schedule Parameters. The APB shall include:

- Key schedule events from the requirements document, such as Initial Operational Capability (IOC) and Full Operational Capability (FOC).

- MS and KAEs such as Preliminary Design Review (PDR) and Critical Design Review (CDR), per the program's planned overall schedule.

- Major testing events and other critical program events.

If no threshold value is specified in the requirements document for IOC or FOC, the default threshold value is the objective value schedule date plus 6 months. However, the PM may propose an alternative default threshold value to optimize program trade space, subject to MDA approval.

APB Content – Cost Parameters. Cost parameters are based on the program's life cycle cost estimate (or Program Office Estimate if approved by the MDA). The APB contains cost parameters (objectives and thresholds) for major elements of program life cycle costs and Total Ownership Cost. This includes total quantity, Research, Development, Test and Evaluation (RDT&E), Military Construction (MILCON), Procurement (PMC), Operations and Maintenance (O&M) and:

- Average Procurement Unit Cost (total procurement cost divided by total procurement quantity). (Does not typically apply to IT programs).

- Program Acquisition Unit Cost (total of all acquisition-related appropriations divided by the total quantity of fully configured end items). (Does not typically apply to IT programs).

The objective cost parameters are shown in both base year (BY) and then year (TY) dollars. The threshold parameters for cost are shown in BY dollars. The base year is the year of program initiation (typically MS B or C).

APB Management - Revisions. The APB is revised at milestone decisions, and at the Full Rate Production (FRP) decision (full deployment decision for IT programs). Revising the APB at these events enables the PM to update cost and schedule parameters based on the additional knowledge acquired during each phase.

Other than the above events, APBs may be revised only:

- as a result of major program restructure which is fully funded and approved by the MDA.
- as a result of a program deviation (breach).

A record of all revisions will be shown on the APB to provide the MDA with a historical record of all revisions and the corresponding change in C/S/P values. This is reflected in the example APBs (provided in Enclosure (n)).

The MDA will not authorize multiple revisions to the APB between milestones since this is an indication that the program may not be executable. The determination of whether to revise the APB rests with the MDA.

APB Management – Deviations. The PM shall comply with the following timeframes:

- Immediately notify the MDA when the PM estimates that one or more APB threshold values for C/S/P are not achievable. The PM should concurrently notify CD&I, SBT and program sponsor and work with them to develop recommended actions.

- Within 30 days of occurrence of the deviation, the PM shall inform the MDA of the reason for the deviation and planned actions.

- Within 90 days of occurrence of the deviation, the PM shall submit a revised proposed APB for MDA approval.

The MDA shall review the PM's submission, and may approve the revised APB, or elect to cancel or restructure the program.

APB Examples. Examples of APBs are provided in Enclosure (n). This includes an example of an IT APB, a joint program APB, as well as a sample weapon system APB. The examples are provided for illustrative purposes only, the specific content of each APB will be tailored to align with the specific program.

8.10 MARCORSYSCOM Program Objective Memorandum (POM) Process.

The POM is an annual resource allocation process designed to build a balanced set of programs that responds to Office of the Secretary of Defense (OSD), DON and Commandant of the Marine Corps (CMC) guidance within published fiscal targets. When completed, the POM provides a detailed five year projection of force structure and supporting programs that becomes the Marine Corps portion of the DON POM.

The associated budget submit converts the POM programmatic view into the Congressional appropriation structure. Along with additional budget justification documents, it is incorporated in the President's Budget Request to Congress after review by OSD and the Office of Management and Budget (OMB).

The POM Branch in the office of the Assistant Commander, Programs (PROG-POM) coordinates MARCORSYSCOM participation in the Marine Corps POM process with assistance from the DC RM, Program Executive Officer (PEO) Land Systems (LS), PGs, PMs, and other staff offices.

The APGDs for Financial Management (FM) in the PG and PM offices are the primary contacts for the POM process and are members of the POM Coordinating Group (PCG) network within MARCORSYSCOM and PEO LS. Individual PROG-POM analysts are also assigned to each internal office as well as external customers, and are identified in the bulletins and standing rosters.

Success in the POM process depends on engagement and expert participation by PMs, Project Officers and their support staff throughout the phases of:

1) Campaign Planning
2) Baseline Reviews
3) Initiative Development
4) POM build by 3-star Program Evaluation Boards
5) Approval of the Tentative POM (T-POM)
6) Transition to the Budget

PROG-POM publishes a series of bulletins and updates to provide information, guidance and a framework for MARCORSYSCOM support of and participation in the POM process. PROG-POM also provides essential tools and training. For additional information, please contact your PROG-POM analyst.

Chapter 9: REPORTING TOOLS (DASHBOARD/TOPIC)

9.1 Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN RDA) DASHBOARD Reporting.

9.1.1 Background and Overview.

Assistant Secretary of the Navy (ASN) DASHBOARD is a web-based application that resides on the ASN Information System. It serves as a repository of active acquisition category (ACAT) programs within the Department of the Navy (DoN)/United States Marine Corps (USMC).

An active ACAT program is defined as a program which is between Milestone (MS) B and 90% expended/delivered. The 90% expended/delivered refers to:

- Expenditure of at least 90% of total program investment accounts (Research, Development, Test and Evaluation (RDT&E), Procurement (PMC), Military Construction (MILCON), etc. as defined in Section C of the Acquisition Program Baseline (APB)).
- Delivery/acceptance of 90% of the program Approved Acquisition Objective (AAO) per Section C of the APB.

DASHBOARD provides ASN RDA, Systems Command (SYSCOM) Commanders, Program Executive Offices (PEOs), and Program Managers (PMs) a tool to monitor the status of ACAT programs within a consistent data framework throughout the chain of command. DASHBOARD is an authoritative database for program information within the Navy/USMC. As such, it is mandatory that PMs establish and update DASHBOARD information on a regular basis.

DASHBOARD reporting requirements apply to ACAT I-IV programs. PMs are not required to provide DASHBOARD information for Abbreviated Acquisition Programs (AAPs).

9.1.2 Responsibilities for Creation and Update of DASHBOARD Information.

9.1.2.1 PM Responsibilities.

Upon obtaining a MS B (or later MS, if entering the Defense Acquisition Framework at a point beyond MS B), the PM shall immediately provide the Assistant Commander, Programs (ACPROG) a copy of the following three items:

1) Signed Acquisition Decision Memorandum (ADM) indicating MS B (or later MS if applicable). The ADM should

contain language identifying the ACAT level of the program. If the ACAT level was determined in another ADM, then that ADM must also be provided.

2) Signed APB supporting the MS B (or later) MS decision.
3) Approved requirements document (signature page only).

In addition, the PM shall provide quarterly updates as described below and obtain access to the DASHBOARD system at the following link: https://asnrda.hq.navy.mil/login.asp.

9.1.2.2 ACPROG Responsibilities.

Provide ASN RDA with the information required to establish an initial record in DASHBOARD after receipt of required information from the PM. Provide guidance to the PMs relative to the preparation and submission of all DASHBOARD information.

9.1.2.3 ASN RDA Responsibilities.

Upon receipt of the initial DASHBOARD information, ASN will establish the program record in the DASHBOARD database. This includes the C/S/P threshold and objective metrics from the approved APB.

9.1.3 MARCORSYSCOM Required Quarterly DASHBOARD Reporting.

All MARCORSYSCOM ACAT I-IV programs are required to update DASHBOARD in the months identified below:

ACAT I-III programs: January, April, July, and October

ACAT IV programs: March, June, September, and December

DASHBOARD Quarterly Responsibilities
Assistant Commander, Programs (ACPROG) • Issue a reminder each reporting quarter to the SBT/APGD PM identifying what day of the month updates must be completed. • Prepare an Independent Program Assessment (IPA) that highlights program issues, breeches, or major changes since the last reporting period and proposes appropriate corrective actions. • Forward the IPA report along with a copy of the program DASHBOARD reports, to the Executive Director (ED) for review. The DASHBOARD report is generated out of the DASHBOARD system on the programs Main Page ("Generate Program Report"). • Coordinate DASHBOARD review meetings with the ED. (The ED determines what programs are required to present a DASHBOARD brief).
Program Manager (PM) • Update DASHBOARD information on a quarterly basis. (This requires that the PM access their program information in the DASHBOARD system, and update all required fields). Note – In most cases, the PM will provide an updated estimate relative to approved APB metrics. • Attend all DASHBOARD meetings with the ED as required. • Ensure all program information is accurate and the issues are identified and well explained.
Assistant Product Group Director for Program Management (APGD PM) • Ensure all active ACAT I-IV programs within their Product Group (PG) are entered into the DASHBOARD system. • Notify PMs of quarterly DASHBOARD update deadlines.
Product Group Director (PGD) • Review DASHBOARD information for accuracy and ensure that program issues are identified and well explained. • Attend all scheduled DASHBOARD meetings with the ED.
Executive Director (ED) • Review DASHBOARD submissions and IPA and notify ACPROG of those programs which require a face to face meeting. • Conduct DASHBOARD review meeting and provide guidance to the PMs.

Table 9A. DASHBOARD Quarterly Responsibilities

Any questions regarding the process and policy for MARCORSYSCOM ASN RDA DASHBOARD reporting should be directed to ACPROG Assessments.

9.2 TOPIC.

9.2.1 Background and Overview.

The Online Project Information Center (TOPIC) is the MARCORSYSCOM authoritative source of acquisition and program management data for all ACAT programs and pre-ACAT efforts. TOPIC is a web-enabled repository of approved acquisition and program management data. It assists the Command's Leadership, Product Group Directors (PGDs), Staff Organizations, and PMs by providing visibility and access to program information and documentation.

The information in TOPIC is used to generate reports and status information for Commander, Marine Corps Systems Command (COMMARCORSYSCOM) and is reported to external organizations. As such, it is imperative that the data entered into TOPIC is accurate and current.

9.2.2 PM Responsibilities.

PMs are required to post all approved program information in TOPIC and ensure it is updated regularly to reflect currently approved program schedules, plans, and events. This shall include, but is not limited to, program documentation, ADMs, Probability of Program Success (PoPS) reviews, Systems Engineering Technical Reviews (SETRs), Integrated Logistics Assessments (ILAs), etc. At a minimum, all information should be posted within thirty days of approval. TOPIC may be accessed via TIGER.

9.2.3 Future Plans - TOPIC 2.0.

An enhanced version of TOPIC (referred to as TOPIC 2.0) is expected to be released in 2012. Upon release of TOPIC 2.0, additional information and guidance will be provided to the PM community.

Chapter 10: JOINT PROGRAMS

10.1 Overview.

A joint program is defined as any defense acquisition system, subsystem, component, or technology program that involves formal management or funding by more than one Department of Defense (DoD) Service during any phase of a system's life cycle. Detailed guidance regarding the management of joint programs is included in the Joint Program Managers Handbook (Reference (u)) and the Defense Acquisition Guidebook (DAG) Chapter 11.1.2.2.

There are many types of joint programs ranging from a joint major defense acquisition program to one Service serving as a procuring agent for another Service.

Marine Corps Systems Command (MARCORSYSCOM) participation in joint programs can take a variety of forms. We may serve as the lead Service for an acquisition category (ACAT) program, we may participate in a joint program where another Service serves as the lead Service, or we may simply leverage another Service's contracting vehicle. In each of these cases, a Memorandum of Agreement (MOA) is required and must be submitted for COMMARCORSYSCOM review and approval. The MOA defines the roles and responsibilities of the individual Services. Examples of MOAs are provided in the Joint Program Managers Handbook and Enclosure (r) of this Guidebook.

The Program Manager (PM) shall consult with the Strategic Business Team (SBT) and Assistant Commander, Programs (ACPROG) Assessments before initiating or participating in any joint program management scenario.

The following are some of the characteristics of joint programs:

- One lead PM from the lead Service. In most cases, participating Services will appoint a PM to serve as liaison.
- Milestone (MS) decisions rendered in the lead Service's chain of command. The other Services will participate in the review process and preparation of MS documentation, however, the approval authority resides within the lead Service chain of command. The management focus should be on minimizing duplication of documentation and reviews, while maximizing the participation and influence of all Services.

- A single set of documentation and reports (such as one joint requirements document, one Information Support Plan (ISP), one Test and Evaluation Master Plan (TEMP), one Acquisition Program Baseline (APB), etc.). In some cases, Service unique requirements will be addressed as an annex within the overarching document or may be managed separately by the individual Service. The specific procedures for each joint program should be included within the MOA.

- Joint participation established by MOA. For MARCORSYSCOM programs the PM or prospective PM shall prepare and submit a MOA for COMMARCORSYSCOM signature for those programs where COMMARCORSYSCOM has retained Milestone Decision Authority (MDA). If MDA has been delegated to the Product Group Director (PGD), the PGD may serve as the MARCORSYSCOM signatory on the MOA.

- Lead Service budgets for and manages the common Research, Development, Test and Evaluation (RDT&E) effort (subject to the MOA).

- Individual Services budget for unique requirements.

10.2 Request to Participate (RTP).

In some cases, MARCORSYSCOM PMs may recommend participation in another Service's program limited to leveraging the other Service's contracting vehicle(s). In these cases, the decision to participate and forward funds to the other Service must be approved by COMMARCORSYSCOM and documented within an Acquisition Decision Memorandum (ADM).

To begin the process of obtaining COMMARCORSYSCOM approval for participation, the PM shall execute the following steps:

- Draft a RTP per the sample provided in Enclosure (1).
- Submit the RTP to ACPROG Assessments via the SBT and PGD.
- ACPROG Assessments will prepare an ADM authorizing the participation and submit it for review and approval by COMMARCORSYSCOM.
- Upon approval of the ADM, the PM shall prepare a MOA which outlines the roles and responsibilities of each Service. The MOA must be submitted for MDA/Program Decision Authority (PDA) approval and subsequent signature by the other Service.

Chapter 11: REMOVAL OF PROGRAMS FROM ACTIVE ACAT STATUS

The Program Manager (PM) may request, via the Assistant Commander, Programs (ACPROG) Assessments, that a program be removed from the Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN RDA) DASHBOARD and listing of active Acquisition Category (ACAT) programs when the following conditions have been met:

- The program has achieved Full Operational Capability (FOC) and delivered greater than 90% of its total quantity.

- The program has expended greater than 90% of total program cost, e.g. Research, Development, Test and Evaluation (RDT&E) and Procurement as defined in the Acquisition Program Baseline (APB).

Chapter 12: ROLES AND RESPONSIBILITIES

The below captures key Marine Corps Systems Command (MARCORSYSCOM) organizational roles and responsibilities along with key stakeholder organizations. Each entity listed below supports the Milestone Decision Process (MDP) by participation in:

- Command level Milestone Assessment Teams (MATs) where Commander, MARCORSYSCOM (COMMARCORSYSCOM) serves as the Milestone Decision Authority (MDA).
- Strategic Business Team (SBT) reviews in cases where the Product Group Director (PGD) serves as the MDA.

Commander, MARCORSYSCOM (COMMARCORSYSCOM) – has authority, responsibility, and accountability for life cycle management of all acquisition programs within MARCORSYSCOM. COMMARCORSYSCOM is responsible for establishing and implementing appropriate management controls to ensure compliance with law and regulation.

Program Manager (PM) – has the authority, responsibility and accountability to manage a program from "cradle to grave." The PM leads a team of acquisition professionals, including specialists in engineering, financial management, logistics and contracting.

Product Group Director (PGD) – manages a portfolio of related programs to provide an integrated and sustainable warfighting capability; milestone/program decision authority for some programs within the portfolio may be delegated to the PGD.

Strategic Business Team (SBT) – provides the program offices and project teams with expert level advice on approaches, problems and issues. Other roles of the SBT members include advising the PGD on program decisions for delegated programs, mentoring and career counseling for members of their competency within the product group, and providing information on new processes and initiatives within their competencies to the product group.

Deputy Commander, Systems Engineering, Interoperability, Architectures and Technology (DC SIAT) – is the technical authority, the information assurance crediting authority, the architect of the Marine Air-Ground Task Force (MAGTF), and the coordinator of science and technology efforts. DC SIAT provides system-of-systems engineering to ensure delivery of integrated and effective capabilities to the operating forces and

supporting establishments.

Deputy Commander, Resource Management (DC RM) – provides both financial support (Comptroller) and Workforce Management and Development (WMD). The Comptroller provides financial policy, advice, and services to ensure the Command's budgets are defensible and program resources are properly and efficiently executed. WMD is responsible for manpower and personnel management that support acquisition mission accomplishment and related individual needs.

Assistant Commander, Programs (AC PROG) - serves as a primary staff advisor to the Command's senior leadership and key external customers in matters of program management, contract support, POM development, and operations research.

Assistant Commander, Contracts (AC CT) – contributes to the Marine Corps warfighting mission by providing procurement solutions for Marine Corps customers.

Assistant Commander, Life Cycle Logistics (AC LCL) – provides technical acquisition logistical support to PM offices throughout MARCORSYSCOM to include Command Logistics Policies, Training, and Documentation support via IPT participation.

Assistant Commander, Product Support (AC PS) – serves as the Command's principal agent in the implementation of Total Life Cycle Systems Management of Marine Corps systems.

Marine Corps Tactical Systems Support Activity (MCTSSA) – provides technical support to the Command throughout the acquisition lifecycle to include engineering, test and evaluation, and post deployment technical support to the operating forces.

Safety Office – oversees the Commander's Command requirements for Environment, Safety and Occupational Health (ESOH) and develops ESOH expertise and processes to enhance the testing and fielding of safe and environmentally sound equipment.

Marine Corps Operational Test and Evaluation Activity (MCOTEA) – serves as the independent operational testing (OT) activity within the USMC. MCOTEA ensures that OT for all ACAT programs is effectively planned, conducted, evaluated, and reported. Serves as a key member on the T&E Working Integrated Product Team (WIPT) and is critical to developing an integrated testing plan that addresses risk at the appropriate time for the PM.

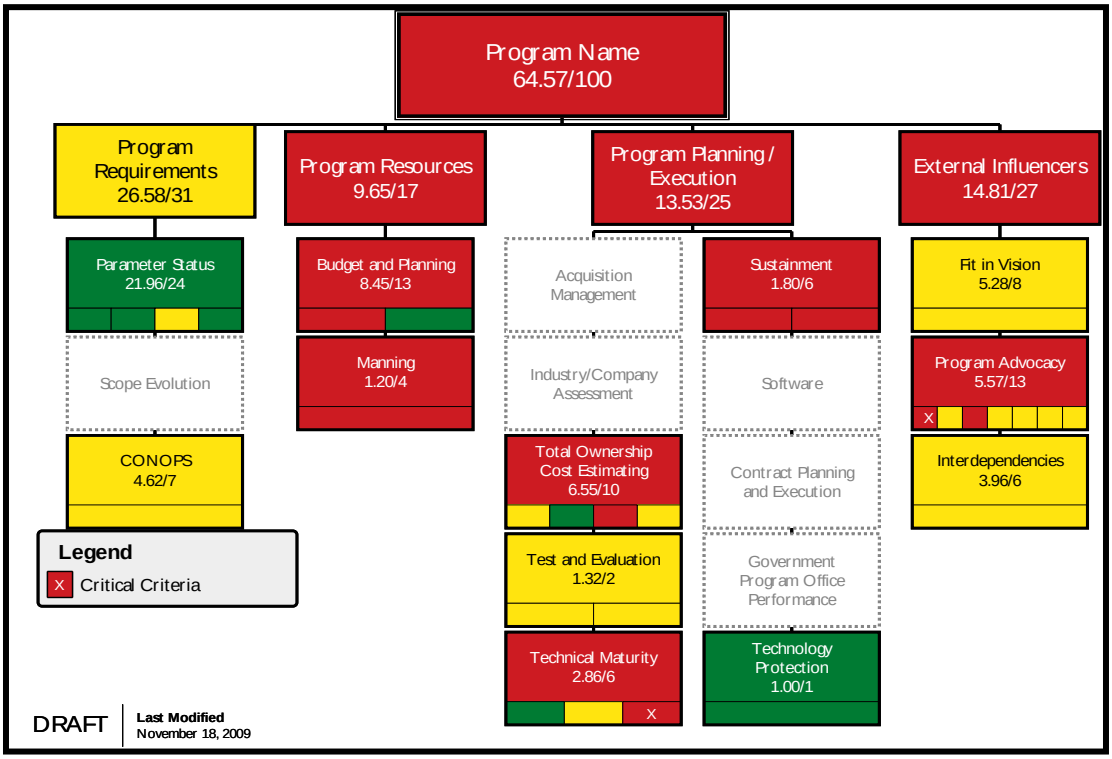
Headquarters Marine Corps (HQMC) – HQMC includes a variety of organizations which provide advice to the Commandant of the Marine Corps and participate in the planning, programming, budgeting, and execution for MARCORSYSCOM programs. This includes:

- Combat Development and Integration (CD&I)
- Intelligence
- Command, Control, Communication, and Computers (C4)
- Manpower and Reserve Affairs (M&RA)
- Plans, Policies, and Operations (PP&O)
- Programs and Resources (P&R)
- Installations and Logistics (I&L)

A complete description of the functions of each organization can be found at the HQMC website.

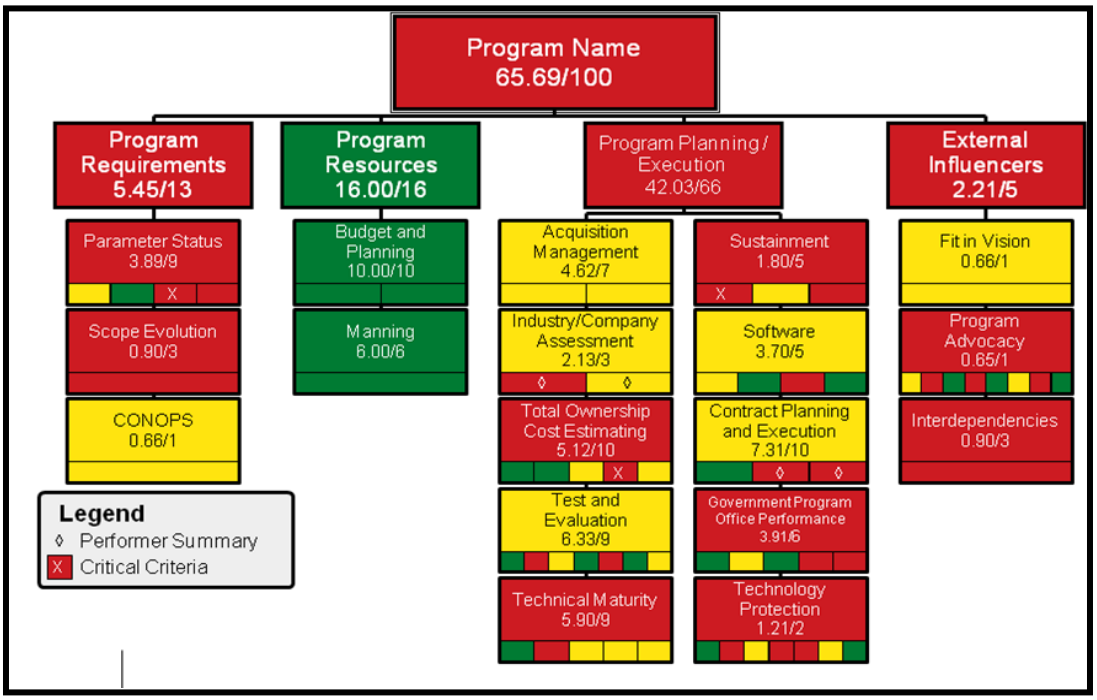
Marine Corps Logistics Command (MCLC/MARCORLOGCOM) – MARCORLOGCOM's mission is to provide worldwide, integrated logistics/supply chain and distribution management, maintenance management, and strategic prepositioning capability in support of the operating forces and other supported units to maximize their readiness and sustainability and to support enterprise and program level total life cycle management.

Enclosure (a). Example of PoPS Summary Chart and PoPS Health Assessment



Gate 1 MDD (Materiel Development Decision)

(Note: The grayed out areas are not applicable at this Gate)



Gate 6.3 Milestone C (MS C)

Enclosure (b). Example of Entry and Exit Criteria for Milestones and Key Acquisition Events

Milestone or Key Acquisition Event

FINAL
17 Oct 2011

Milestone B (MS B) Decision

Use **PoPS Gate 5** templates and MCSC MS B core briefing charts

Briefer
PM

References**

1. MCSC PoPS Guidebook
2. ASN PoPS Gate Charts
3. Test & Engineering
4. Logistics Knowledge Ctr
5. Contracting Knowledge Ctr
6. IA Knowledge Ctr
7. Cost Analysis Guidance
8. Timeline (in this brief)
9. Documents (in this brief)
10. Relevant excerpts in DoDI 5000.2
11. APBA policy
    DAG Ch 2
12. Risk Management Guide for DoD Acquisition, 04 August 2006

Membership
Chair:
MDA

Review Lead:
ACPROG
APGD PM

Participants:
Marine Corps Systems Command (DC RM, DC SIAT, AC Contracts, AC LCL, AC PROG, Safety, Security), DC CD&I, HQMC Advocate(s), LOGCOM, MCOTEA

Entrance Criteria

1. Approved CDD
2. Approved CONOPS
3. Approved System Design Specification (SDS) or waiver
4. Completed LCCE
5. Demonstration that the program is fully funded across the FYDP or propose affordability COAs for MDA consideration
6. Approved Source Selection Plan
7. All Statutory and regulatory documents completed, or complete pending MDA signature (as tailored per MDA guidance)
8. Peer Review of RFP and Pre-EMD completed or waived by MDA
9. Exit criteria from previous ADM met
10. MAT or SBT review of MS B PoPS Program Health package
11. Independent Logistics Assessment (ILA) completed

Exit Criteria

1. MDA approval for RFP Release
2. MDA approval of ADM* authorizing MS B and entry to EMD phase with exit criteria and determination of next milestone or key acquisition event (such as PDR-A and CDR-A)
3. MDA approves appropriate statutory and regulatory documents (as tailored per MDA guidance)
4. MDA approval of Acquisition Program Baseline

Briefing Content

Briefing Content must include:

a. All MCSC MS B core slides

b. PoPS Program Health Gate 5 Templates

* The ADM may direct strategy changes to address cost, schedule or performance risk as appropriate.
** References are available at the IMDP SharePoint site, located at: https://ips.usmc.mil/sites/mcscimdp/default.aspx. To access, use your E-Mail security certificate.

MARCORSYSCOM PoPS Milestone B (MS B)

This is an example of the entry and exit criteria for MS B. Entry and exit criteria are provided for each milestone and key acquisition event at the IMDP SharePoint site.

Enclosure (c). Example of Notional Timeline

MCSC ACAT III & IV MS B Notional Timeline

Sequence of Products & Events DO NOT INSERT THIS SLIDE	Apprx Duration (How long it typically takes to prepare the product or complete the event)	NLT Completion Date (When must the event or product be completed by to support the MDA decision process)	Lead
1a. Schedule planning meeting with ACPROG Assessments & SBT 1b. Meet with APGD ENG to determine TRAP schedule	1 day (for planning meeting) Will encompass 9-12 months timeframe to MS B	MDA MS B Decision - 365 days	PM
2. Begin development of Integrated Master Plan (IMP) and Integrated Master Schedule (IMS) with dependencies, float, resources, and critical path. Check with your SBT for guidance.	2 months initial (on-going updates)	MDA MS B Decision - 300 days	PM
3. Development of SDS and approval by DC SIAT (Note: if SRR is required, the SDS must be completed prior to SRR)	4-6 months (if SRR required add an additional 45 days)	RFP Release - 120 days	PM
4. Begin preparation of critical documentation with extended staff cycles (IA Strategy, DECAT worksheet, ISP & all required architectures, TEMP, SEP, CARD,LCCE)	9-12 months	MDA MS B Decision - 45 days	PM
5. Exit criteria from previous ADM met	9-12 months	MDA MS B Decision - 30 days	PM
6. Peer Review of RFP	1 week	RFP Release – 90 days	PM/AC Contracts
7. Begin preparation for ILA and meet with APGD LOG to obtain entry & exit criteria and required documentation	9-12 months	MDA MS B Decision - 90 days	PM
8. Begin preparation of all other MS & contractual documentation not listed in #4 above	6-9 months	MDA MS B Decision - 60 days	PM
9. Final approved CDD or other Capabilities/Requirement Document	3-6 months	MDA MS B Decision - 120 days	CD&I or Other Requirements Organization
10. Begin CCA package which requires a DECAT worksheet, approved CDD, draft ISP and IA strategy signed by HQMC DAA	4-6 months	MDA MS B Decision - 45 days	PM
11. Draft MS B Briefing Package/Pre-EMD Review (MCSC Gate 5 Core Charts)	1 month	MDA MS B Decision - 45 days	PM
12. Formal MAT/SBT review of MS B package (MCSC Gate 5 Core Charts and Draft ADM)	3 weeks	MDA MS B Decision - 28 days	MAT/SBT
13. ADM (prepared by ACPROG [non-delegated] or SBT [delegated])	1 month	MDA MS B Decision - 28 days	ACPROG Assessments/SBT
14. Final MS B Briefing Package submitted for MDA approval** (MCSC Gate 5 Core Charts and ADM)	2 weeks	MDA MS B Decision - 21 days	PM/ACPROG Assessments/ SBT

This is a notional top-level initial timeline for planning purposes. Check with your MAT/SBT for further guidance. Timelines will vary dependent on each program's complexity. This does not include all events and activities required for MS B.

MARCORSYSCOM PoPS Milestone B (MS B) Notional Timeline

This is an example of a notional timeline for MS B. Notional timelines are provided for each milestone and key acquisition event at the IMDP SharePoint site.

Enclosure (d). Sample Schedule Chart

FOUO (U)

Program Schedule

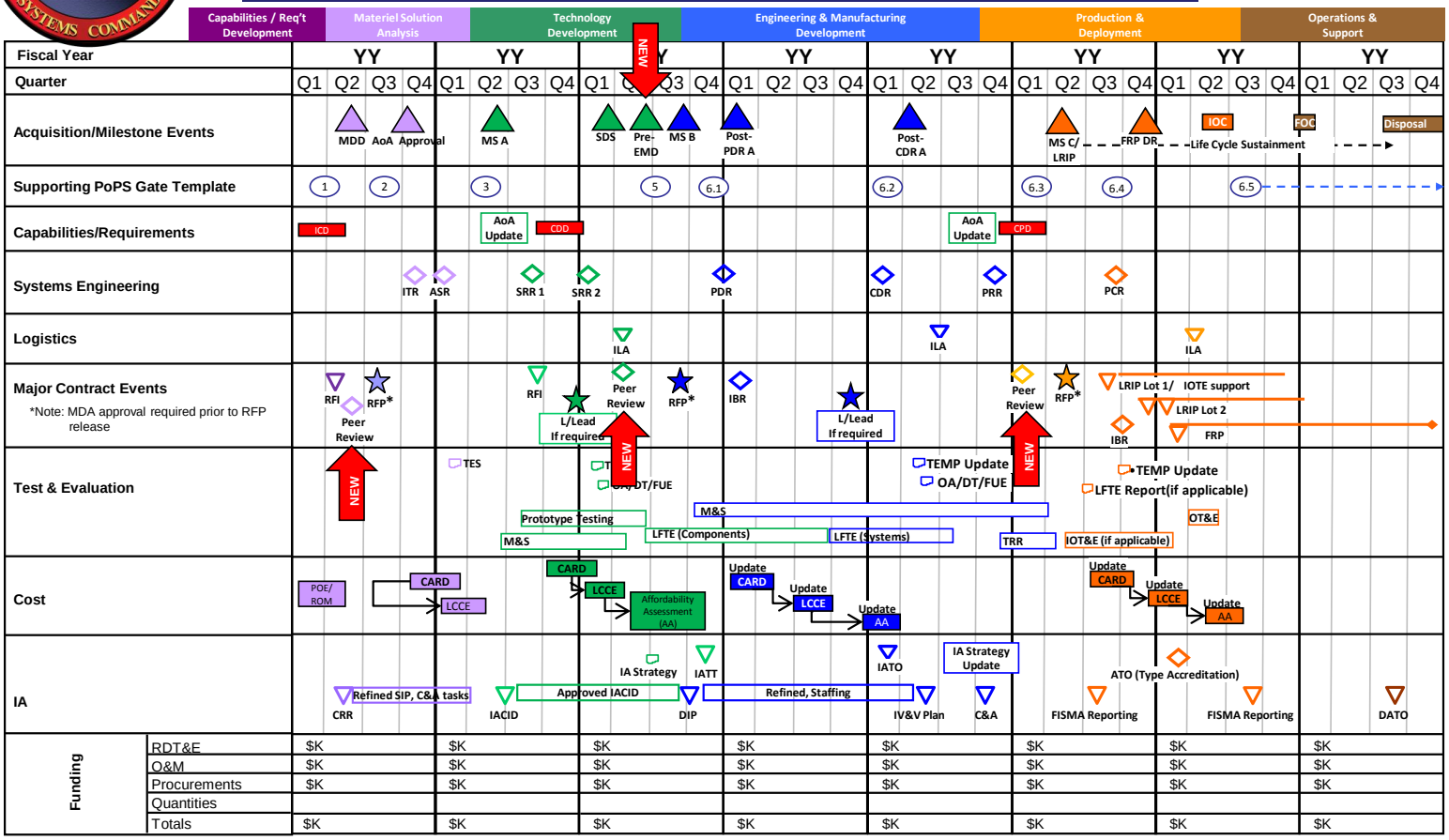
PROGRAM NAME

MS B Core Briefing Charts

The PM should tailor this chart as appropriate and obtain SBT or MAT review.

Show as much detail as possible at this point: such as milestones, T&E and ENG reviews.

This schedule should reflect and align with the Integrated Master Plan and Schedule.



Note: For IT systems, limited deployment and full deployment are used in lieu of LRIP & FRP.

Enclosure (e). Example of Document List for all ACAT III & IV Programs

No.	Document/ Tasker	Reference	Final Approval (Chain)	Prepared By	Status (See Legend)	Origin of Requirement/ Comments/ Rationale/ Actions to Complete
1	**[STATUTORY] Benefit Analysis and Determination**	DAG Enclosure 4 Table 2-2	MDA	PM		Applies only when the Acquisition is bundled. (This means that you have combined two or more requirements; at least one of which was previously set aside for small business). Code this as N/A for all nonbundled acquisitions.
2	**[STATUTORY] Clinger Cohen Act Compliance (CCA)**	DAG Chapter 7, Section 7.8	HQMC C4 DON CIO	PM		Applies to ALL IT programs OR programs with IT components. MCSC guidance can be obtained at: http://www.marcorsyscom.usmc.mil/sites/cca_compliance/ Note: Draft ISP and IA Strategy must be included in CCA package provided to HQMC CIO. NOTE: If an IA Certification is required then an IA Strategy, ISP, and CCA are also required.
3	**[STATUTORY] Competition Analysis**	DAG Chapter 5, Section 2.1.3	MDA	PM		Depot-Level maintenance $3M rule. Applies only when an alternative methodology is being considered for depot maintenance workloads previously accomplished at organic facilities with a value of at least 3 million dollars. See your ILA chair for guidance. Addressed in Acquisition Strategy/Acquisition Plan (AS/AP). Not a stand alone document. Note: Depot maintenance workloads previously accomplished at organic facilities, with a value of at least three million dollars, must also be subjected to merit-based selection procedures when deciding between alternative organic sources of repair. Additional information including exceptions to the requirement can be found in DoDD 4151.18 and DoD Instruction 4151.20.)
4	**[STATUTORY] Cooperative Opportunities**	DAG Chapter 2, Section 2.3.6	MDA	PM		Addressed in AS/AP. Not a stand alone document.
5	**[STATUTORY] Core Logistics Analysis/Source of Repair**	DAG Chapter 5, Section 2.1.3	MDA	PM		Reviewed during ILA
6	**[STATUTORY] Industrial Capabilities**	DoDI 5000.60	MDA	PM		Addressed in AS/AP. Not a stand alone document. Applicable if Industrial Capabilities Assessment is required per DoDI 5000.60
7	**[STATUTORY] Information Assurance Strategy (IAS)**	DAG Chapter 7, Section 7.2.4.4	HQMC C4 DON CIO	PM		Applies to ALL IT programs OR programs with IT components. NOTE: If an IA Certification is required then an IA Strategy, ISP, and CCA are also required. Check with your IA Manager or APGD ENG to determine applicability.
8	**[STATUTORY] Market Research**	DAG Chapter 2, Section 2.3.10	MDA	PM		Addressed in AS/AP. Not a stand alone document.
9	**[STATUTORY] Programmatic Environment Safety and Occupational Health Evaluation (PESHE) with National Environmental Policy Act (NEPA)**	DAG Chapter 6, Section 6.3.5.3	MDA/PM	PM		PM Approves PESHE; MDA Approves AS/AP that includes or summarizes PESHE.
10	**[STATUTORY] Registration of Mission - critical and mission essential information systems**	DAG Chapter 2, Section 2.3.20	PM	PM		Applies to ALL IT programs OR programs with IT components. Requires update on a quarterly basis after initial registration. Check with your IA Manager or APGD ENG to determine applicability. NOTE: If an IA Certification is required then an IA Strategy, ISP, and CCA are also required.
11	**[STATUTORY] Spectrum Certification Compliance (DD Form 1494)**	DAG Chapter 7, Section 7.3.5.5	NTIA / MCEB	PM		Applicable to all systems/equipment that require use of the electromagnetic spectrum. National Telecommunications and Information Administration/Military Communications-Electronics Board (NTIA/MCEB).

MARCORSYSCOM ACAT III & IV Milestone B (MS B) Documentation (1 of 4)

Please see Chapter 7.2 for Abbreviated Acquisition Program (AAP) Documentation

Enclosure (e). Example of Document List for all ACAT III & IV Programs

No.	Document/ Tasker	Reference	Final Approval (Chain)	Prepared By	Status (See Legend)	Origin of Requirement/ Comments/ Rationale/ Actions to Complete
12	**Acquisition Decision Memorandum (ADM) with exit criteria. The ADM should also address LRIP quantities (if applicable).**	DAG Chapter 10, Section 10.2.1	MDA	AC PROG/SBT		Prepared by ACPROG for Programs where COMMARCORSYSCOM is the MDA. Prepared by SBT when MDA has been delegated to a PGD.
13	**Acquisition Program Baseline (APB)**	DAG Chapter 2, Section 2.1.1	MDA	PM		For ACAT III and IV programs, a copy of the signed APBA must be provided to AC PROG Assessments for loading to ASN Dashboard.
14	**Acquisition Strategy (AS)/Acquisition Plan (AP)**	DAG Chapter 2, Section 2.3	MDA	PM		The AS/AP has replaced the MCSAMP for MARCORSYSCOM programs. A template and instructions are posted on the IMDP SharePoint site. Note that the transition from the MCSAMP to the AS/AP was approved on 20 Sept 2011. Programs with a pending Milestone decision after 20 March 2011 are required to use the AS/AP in lieu of the MCSAMP. For exceptions to this transition date PM should seek MDA approval.
15	**Affordability Assessment**	DAG Chapter 3, Section 3.2.2	PM	Independent Activity		May be prepared by SBT, MAT, AC PROG, or HQMC P&R Check with your APGD PM or AC PROG C&A analyst for specific guidance.
16	**Analysis of Alternatives (AoA)**	DAG Chapter 3, Section 3.3	MDA	Independent Activity		Check with your AC PROG C&A analyst or APGD PM to determine if an AoA update is required. An AoA is statutory for IT programs. For IT programs ensure that you check with your SBT or ACPROG C&A analyst to determine an AoA update or waiver is appropriate. This determination will be made by the MCSC AoA IPT.
17	**Capability Development Document (CDD)**	CJCSI 3170	JROC/MROC	Capability/ Reqt Sponsor		The link provided is for CJCSI 3170-Joint Capabilities Integration and Development System. *Note: You may substitute a validated capability/requirements document (and associated attributes) for the CDD, such as a SON, with the permission of your PGD.
18	**Concept of Operations (CONOPS)**	CJCSI 3170	Capability/ Reqt Sponsor	Capability/ Reqt Sponsor		In some cases the Capability/Reqt Sponsor will refer to the CONOPS as a Concept of Employment (COE).
19	**Cost Analysis Requirements Document (CARD)**	Naval Center for Cost Analysis Guidance	AC PROG C&A Branch/ SBT	PM		Check with your AC PROG C&A analyst or APGD PM to obtain specific guidance for your program.
20	**DT& E Report**	DAG Chapter 9, Section 9.3.1	PM	PM		Applies only when DT results are available prior to MS B, may be deleted if not applicable. An integrated planning execution cycle is absolutely necessary via the T&E WIPT. See the USMC Integrated T&E Handbook for specific guidance.
21	**Earned Value Management Systems (EVMS)**	DAG Chapter 11, Section 11.3.1.1	PCO	Contractor Implements/ PCO reviews		Required for Cost Contracts over $20M, Check with your PCO for applicability and additional guidance.

MARCORSYSCOM ACAT III & IV Milestone B (MS B) Documentation (2 of 4)

Enclosure (e). Example of Document List for all ACAT III & IV Programs

No.	Document/ Tasker	Reference	Final Approval (Chain)	Prepared By	Status (See Legend)	Origin of Requirement/ Comments/ Rationale/ Actions to Complete
22	**Information Support Plan (ISP)**	DAG Chapter 7, Section 7.3.6.7	DC SIAT	PM		The ISP is required for IT Programs or Programs with an IT component that connects to the Communications or Information Infrastructure. If CCA is required, an ISP must be prepared and submitted with the CCA package for HQMC C4 approval. If your Program has been designated OSD ISP oversight-add 120 days to Marine Corps staff cycle. Check with your APGD ENG to determine applicability.
23	**Independent Logistics Assessment (ILA)**	MCSC ILA Guidance	AC LCL	PM		Check with your APGD LOG to determine timing of the ILA and to determine if a Pre-ILA is required.
24	**Integrated Master Plan & Schedule (IMP / IMS)**	DAG Chapter 4, Section 4.5.2	PM	PM		Check with your APGD PM relative to tailoring. For additional guidance see the USD AT&L IMP and IMS Preparation and Use Guide http://www.acq.osd.mil/se/docs/IMP_IMS_Guide_v9.pdf.
25	**Item Unique Identification Implementation Plan**	DAG Chapter 4, Section 4.4.20	AC LCL	PM		This shall be reviewed as part of the ILA. See ILA chair for additional guidance and instruction if required.
26	**Life Cycle Cost Estimate (LCCE)**	DAG Chapter 5, Section 5.2.2	PM	ACPROG C&A Branch or SBT approved preparer		Check with your SBT or ACPROG C&A analyst for guidance. You may wish to combine Contracting vehicles regarding LCCE/LRFS/CARD efforts.
27	**Life Cycle Signature Support Plan**	DAG Chapter 2, Section 2.3.16	Part of AS/AP	PM		Summarized in AS/AP, not a stand-alone document. Applies only to programs that use a sensor system or process that relies on signatures or signature data to successfully perform a task or mission.
28	**Life Cycle Sustainment Plan (LCSP)**	DAG Chapter 5, Section 1.2.2	PM	PM		Check with your ILA Chair or APGD LOG for additional guidance. A sample LCSP outline is provided at the below link: https://acc.dau.mil/adl/en-US/473039/file/60445/PDUSD-Approved%20LCSP%20Outline%2009-14-2011.docx
29	**Logistics Requirements Funding Summary (LRFS)**	DAG Chapter 2, Section 2.3.11	PM	PM		Check with your ILA chair for guidance. LRFS will be assessed as part of the ILA.
30	**Manpower Personnel and Training Plan**	MCSC ILA Guidance SECNAVINST 5000.2e	TECOM G-3 / Dir TFSD	PM		Reviewed and approved during ILA. Check with your ILA Chair for specific guidance and applicability. Meets requirement for Manpower Estimate and Training Plan.
31	**Net-Centric Data Strategy**	DAG Chapter 7, Section 7.4	Part of ISP	PM		Not a stand-alone document. This approach is outlined in the ISP. Required if an ISP is required. See DoD Directive 8320.02 for additional information.

MARCORSYSCOM ACAT III & IV Milestone B (MS B) Documentation (3 of 4)

Enclosure (e). Example of Document List for all ACAT III & IV Programs

No.	Document/ Tasker	Reference	Final Approval (Chain)	Prepared By	Status (See Legend)	Origin of Requirement/ Comments/ Rationale/ Actions to Complete
32	**PDR Report**	DAG Chapter 10, Section 10.5.3	MDA	PM		Applicable only when the PDR is conducted prior to MS B.
33	**PoPS Gate 5 Briefing Package (validated by MAT or SBT)**	IMDPP SharePoint (MSB)	MAT/SBT	PM		Validated by MAT for programs where COMMARCORSYSCOM is the MDA. Validated by SBT for programs where PGD is the MDA.
34	**Program Protection Plan (PPP)**	DAG Chapter 8, Section 8.4.6	MAT/PM	PM		For Programs where the COMMARCORSYSCOM is the MDA, DC SIAT will review the PPP as part of the MAT process. For delegated Programs where a PGD is the MDA check with your SBT for additional guidance. A streamlined PPP template is available at the Better Buying Power Gateway along with a copy of the 18 July 2011 Memo - "Document Streamlining - Program Protection Plan (PPP)" at the below link: https://dap.dau.mil/leadership/Pages/bbp.aspx.
35	**Requirements Traceability Matrix (RTM)**	TIGER Systems Engineering Knowledge Center	APGD ENG	PM		Check with your SBT for specific guidance.
36	**Risk Assessment (RA)**	DAG Chapter 11, Section 11.4	MDA	PM		Addressed in AS/AP. Should also be included, and updated as appropriate, in the Risk Management Plan.
37	**System Design Specification (SDS)**	SDS Guidance	DC SIAT	PM		Check with your SBT for specific guidance. SDS shall be completed at least 60 days prior to RFP release.
38	**System Threat Assessment Report (STAR)**	DAG Chapter 8, Section 8.2.1.2	Intel Activity - MCIA	MCIA		Requirements Organization or PM will provide Marine Corps Intelligence Activity with sufficient information to enable MCIA to prepare the report.
39	**Systems Engineering Plan (SEP)**	DAG Chapter 4, Section 4.5.1	MDA	PM		Check with your APGD ENG for specific guidance & the Systems Engineering Plan (SEP) Outline of 20 April 2011 at the below link: https://dap.dau.mil/policy/Lists/Policy%20Documents/Attachments/3283/PDUSD-Approved.SEP%20Outline.docx
40	**Technology Readiness Assessment (TRA)**	DAG Chapter 4, Section 4.3.2.4.2.4	DC SIAT	APGD ENG or Independent Activity		Check with your APGD ENG for specific guidance.
41	**Test and Evaluation Master Plan (TEMP)**	DAG Chapter 9, Section 9.6.2	MDA	PM/MCOTEA		See the USMC Integrated Test and Evaluation Handbook, 6 May 2010 for guidance. The T&E WIPT should be chartered as early as possible to enable incorporation of test considerations into program planning.

MARCORSYSCOM ACAT III & IV Milestone B (MS B) Documentation (4 of 4)

This is an example of a document list for MS B. Document lists for each milestone and key acquisition event are provided at the IMDP SharePoint site.

Enclosure (f). Tools – List of Subject Matter Experts, Knowledge Centers, and Hyperlinks

MARCORSYSCOM/MAG Guidebook POCs
Allen Johnson (Engineering Competency) Allen.k.johnson@usmc.mil 703-432-3778
Dave Berry (Contracting Competency) David.w.berry2@usmc.mil 703-441-6432
Eric Morris (Resource Management Competency) Eric.morris1@usmc.mil 703-432-4413
John Clark (Logistics Competency) John.s.clark@usmc.mil 703-432-3779
Jim Solomon (Program Management Competency) James.solomon@usmc.mil 703-432-4213
Keith Lockett(Program Management Competency) Keith.lockett@usmc.mil 703-432-5137
Neal Justis (Program Management Competency) Daniel.justis@usmc.mil 703-432-3278
John Maurer (Program Management Competency) John.r.maurer@usmc.mil 703-432-4145
Elizabeth Miller (Program Management Competency) Elizabeth.d.miller@usmc.mil 703-432-3023
Heather King (Program Management Competency) Heather.king2@usmc.mil 703-432-3793
Maggie Banks (Program Management Competency) Margaret.halloran@usmc.mil 703-432-3784
Tony Greco (Requirements Advisor/CD&I) Anthony.j.greco@usmc.mil 703-784-2303
Dave Havrin (Test and Evaluation Advisor) Dave.havrin@usmc.mil 703-432-3111

Enclosure (f). Tools – List of Subject Matter Experts, Knowledge Centers, and Hyperlinks

Knowledge Centers	
MARCORSYSCOM	Program Management
Engineering	Information Assurance
Contracting	Safety
Financial Management	Test
Logistics	Acquisition Security/ Program Protection

Key Hyperlinks	Comments
Defense Acquisition Portal	Links to Defense Acquisition University (DAU), Acquisition Community Connection (ACC), Defense Acquisition Guidebook (DAG), Better Buying Power Gateway, etc.
DoDI 5000.02	Department of Defense Instruction 5000.02 "Operation of the Defense Acquisition System."
DoDD 5000.01	Department of Defense Directive 5000.01 "The Defense Acquisition System."
IMDP SharePoint	Contains all MARCORSYSCOM PoPS core briefing charts and associated instructions.
SECNAVINST 5000.2E	
PM e-Toolkit	Contains useful information for program managers.
ASN RDA Website	Contains Naval acquisition policy information.
CJCSI 3170.01G	Chairman of the Joint Chiefs of Staff (CJCSI) "Joint Capabilities Integrated Development System (JCIDS)."
DAU Glossary	Provides definitions of commonly used acquisition terms.
TIGER Command Library	Includes a listing of all MARCORSYSCOM policy.

Enclosure (g). Sample ACAT Designation and Delegation Request (AAP)

5000
PG-13
(Date)

MEMORANDUM

From: Product Group Director, Infantry Weapons Systems
To: Commander, Marine Corps Systems Command

Subj: AAP DESIGNATION REQUEST FOR (Program Name)

Ref: (a) SECNAVINST 5000.2E

Encl: (1) MCOTEA Concurrence Letter
(2) DFM Checklist
(3) Requirements Document e.g. Statement of Need, Capability Development Document, etc. (this may be provided as a reference if quite lengthy)

1. Purpose: Request AAP concurrence and designation.

2. Acquisition program short and long title.

3. Program description. (Provide a brief description of the program, including its mission).

4. Planned cost and funding:

a. Appropriation (APPN):[repeat for each appropriation]

(1) [Repeat for each program element (PE/Line Item (LI)/sub-project (Sub)]

- Program Element (No./Title):
- Project Number/Line Item (No./Title):
- Sub-project/Line Item (No./Title):
- Dollars: ($000)

APPN		FY	FY	FY	FY	FY	FY	To Complete	Total
	Required								
	Budget								
	Delta								

Enclosure (g). Sample ACAT Designation and Delegation Request (AAP)

5. A reference to, or a copy of, the validated requirement for the program. The requirement must be validated by the appropriate requirements organization (typically CD&I, or other organization like PP&O or C4 for IT programs). For new-start AAPs and IT AAPs, the requirement may take the form of a Statement of Need or Capability Document such as an ICD, CDD, or CPD which outlines the requirement.

6. Developmental testing planned or conducted on the program.

7. Milestone status. (List completed milestones and their dates; list scheduled milestones and dates.)

8. Rationale for AAP designation request or change, as described in Chapter 5.2 of this Guidebook.

9. Recommended delegation strategy. This may include a recommendation that MDA be delegated from COMMARCORSYSCOM to the PGD. Rationale should be provided for any such delegation request as described in Chapter 5.4 of this Guidebook.

SIGNATURE

Copy to:
HQMC (DC, CD&I and key stakeholders such as HQMC C4, PP&O, etc.)
Dir, MCOTEA

Note: The AAP request must include the DRM checklist (Enclosure (j)) and the MCOTEA

Enclosure (h). Sample ACAT Designation and Delegation Request (ACAT III & IV) (includes ACAT Change Request Instructions)

The memorandum requesting an acquisition category (ACAT) III or IV designation for a weapon system or requesting a change in ACAT designation shall be prepared by the Program Manager and sent to the COMMARCORSYSCOM via the Product Group Director (PGD) and Assistant Commander, Programs (ACPROG) and shall contain the following information:

From: PM
To: COMMARCORSYSCOM
Via: (1) PGD
(2) ACPROG

Subj: ACAT DESIGNATION REQUEST FOR (Program Name)

Ref: (a) SECNAVINST 5000.2E

Encl: (1) MCOTEA Concurrence Letter (this is required only for ACAT IV(M) designation requests)
(2) Requirements Document e.g. Statement of Need, Capability Development Document, etc. (this may be provided as a reference if quite lengthy)
(3) PoPS Summary Chart for the proposed next milestone and key acquisition event

1. Acquisition program short and long title.

2. Prospective claimant/COMMARCORSYSCOM or PM.

3. Program description. (Provide a brief description of the program, including its mission).

4. Prospective funding:

a. Appropriation (APPN):[repeat for each appropriation]

(1) [Repeat for each program element (PE/Line Item (LI)/sub-project (Sub)]

- Program Element (No./Title):
- Project Number/Line Item (No./Title):
- Sub-project/Line Item (No./Title):
- Dollars: ($000)

Enclosure (h). Sample ACAT Designation and Delegation Request (ACAT III & IV) (includes ACAT Change Request Instructions)

APPN		FY	FY	FY	FY	FY	FY	To Complete	Total
	Required								
	Budget								
	Delta								

5. A reference to, or a copy of, the validated requirement for the program. The requirement must be validated by the appropriate requirements organization (typically CD&I, or other organization like PP&O or C4 for IT programs).

6. Summary of testing planned or already conducted on the program. For ACAT IVM designation requests, the planned DT summary should be detailed enough to provide the MDA visibility into the scope and appropriateness of the PM's test strategy.

7. Milestone status. (List completed milestones and their dates; list scheduled milestones and dates).

8. Recommended ACAT assignment, or change, and rationale, as described in Chapter 5 of this Guidebook.

9. Recommended delegation strategy. This may include a recommendation that MDA be delegated from COMMARCORSYSCOM to the PGD for ACAT IVs. Rationale should be provided for any such delegation request as described in Chapter 5.4 of this Guidebook.

SIGNATURE

Copy to:
HQMC (DC, CD&I, key stakeholders such as HQMC C4, PP&O, etc.)
Dir, MCOTEA

Note: ACAT IV(M) requests must include the MCOTEA concurrence letter (Enclosure (i)).

Enclosure (i). Sample MCOTEA Concurrence Letter (applies to ACAT IV(M) and AAP Requests)

5000
PG-13
Date

From: Commander, Marine Corps Systems Command
To: Director, Marine Corps Operational Test and Evaluation Activity

Subj: PROPOSED ABBREVIATED ACQUISITION PROGRAM FOR XXXX (CTDS #XXX)

Ref: (a) SECNAVINST 5000.2E
(b) Statement of Need/CDD/CPD

Encl: (1) Developmental test reports/market research or other supporting documentation

1. In accordance with reference (a), this letter is to seek your concurrence with our plan to execute the subject project as Abbreviated Acquisition Program (AAP). The proposed AAP is described as follows:

a. Summarize the required capability

b. Provide a rationale to convince MCOTEA why Operational Testing is not required. Provide results of developmental testing, current use in applications similar to Marine Corps operational environments, SYSCOM managed Limited User Evaluation, etc.

2. Invite MCOTEA participation.

3. Provide a point of contact from the Program Management Team.

S.M. REINWALD
By direction

Enclosure (j). Sample DFM Checklist (required only for AAPs)

Marine Corps Systems Command
Director for Financial Management

Abbreviated Acquisition Program Checklist

PART A: To be completed by the Program Manager.

PROPOSED AAP Name: _____
ESTIMATED COST: _____
FUNDING SOURCE: (then year $) (attach a separate sheet if more space is required):
RDT&E, N: _____
PMC: _____
O&M, MC: _____

PART B: To be completed by the Director for Financial Management

1. Does the funding source(s) cited above for the proposed AAP:

a. contain adequate funds to support the estimated cost of the upgrade? (Yes_____ NO_____)

b. represent a proper expenditure of the type of funds cited? (Yes _____ No_____)

c. fall within the thresholds established for an AAP?

(Yes _____ No_____)

2. The proposed (AAP) (Modification AAP) was planned for during budget development or has otherwise been determined to be an affordable effort with a sufficient funding priority to warrant execution at this time? (Yes _____ No _____)

3. DFM is aware of no Congressional, OSD or Navy level interest in the proposed AAP. (Yes _____ No _____

DIRECTOR FOR FINANCIAL MANAGEMENT _____

Enclosure (k). Milestone Assessment Team Artifacts and Samples

MCEITS MAT Recommendation 21 Jun 11

#	Organization	Printed Name/Signature of Voting Member/Delegate*	Proceed to MS C/Limited Deployment (LD)	Do Not Proceed to MS C/Limited Deployment (LD)
1	MCSC Security	Benjamin, Mr. Stephen	X	
2	MCSC Safety	Fenwick, Ms. Sandra/Harrover, Ms. Poppy	X	
3	MCSC PGD (PG-10)	Davis, Ms. Karen/Cross, Mr. Lyle/Lockett, Mr. Keith	X	
4	MCSC AC Life Cycle Logistics	Gibson, Ms. Kelly/Clark, Mr. John/Montgomery, Mr. Rod	X	
5	MCSC SIAT IA / JC	Payne, Ms. Rachel	X	
6	MCSC SIAT (R&E)	Tice, Mr. Paul/Sawyer, Mr. Lloyd/Graver, Ms. Carmen/ Wills, Mr. John	X	
7	MCSC SIAT (T&E)	Havrin, Mr. Dave	X	
8	MCOTEA	Scoffield Maj Antonio/Forward, Mr. James	X	
9	HQMC CD&I	Ziek, Mr. Tom/Castro, Mr. Jeff	X	
10	HQMC C4	Parry, LtCol Koreen/Granger, Mr. Chris	X	
11	AC Contracts	Famoso, Ms. Tammy	X	
12	AC PROG (Chair)	Bates, Mr. Richard/Zoric, Mr. Steve/Miller, Ms. Elizabeth	X	
13	PM	Olson, Ms. Deb/Kelliher Maj Kevin	X	
14	DRM	Busansky, Ms. Melinda	X	
15	LOGCOM	Holihan, Mr. Rich/Brassard, Mr. Ron	X	

Sample MAT Recommendation

MCEITS MS C MAT Actions

#	Owner	Description	Status R/Y/G/B	Comments
1	PM	Provide Ms. Huebner (MCSC CCA Manager) with a copy of the draft ISP with corrections as directed by HQMC C4. Note that the corrected draft ISP must accompany the CCA for final staffing to HQMC C4.	B	CCA Compliance Package approved 1 Nov 2010.
2	PM	Full Funding COAs. All programs are required to be fully funded at MS C. Currently, MCEITS is not fully funded for the MS C decision.	B	MS C ADM language includes adjudication strategy to ensure compliance with full funding requirement. PM MCEITS is working with DRM to address funding delta.
3	HQMC C4 /AC PROG EBAT	Affordability Assessment. HQMC P&R is performing an AA for MCEITS. Draft anticipated Jun 2011.	B	Affordability Assessment was received from P&R on 19 May 2011.
4	PM/Test WIPT/ MCOTEA	TEMP has been delayed in staffing at MCOTEA. PoPS criteria revised from green to yellow.	B	TEMP approved by MDA 13 May 2011.
5	PM/Log WIPT	ILA - Yellow findings	Y	MS C ADM language includes adjudication strategy and has been approved by ILA Chair.
6	PM	MS C date – requires revision and submission of revised APBA to MDA	B	APBA for Release 1, Rev 1 approved by MDA on 13 Jun 2011. Revised MS C date is Jul 2011.
7	PM	MCNOSC - staffing risks.	B	Open billets remain pending lifting of hiring freeze. PM using GDIT to support functions. No critical impact to the program.

Blue-Complete, Green-On Track, Yellow-Working Issues, Red-Critical Issues or Not Started

Sample Issue Tracker

Enclosure (k). Milestone Assessment Team Artifacts and Samples

Date	MCEITS POA&M to MS C /LD
Pre-MCPDM #1 **14 Jul 2010**	• Review CDR-A ADM and Exit Criteria to MS C • Review new program strategy & schedule (test events, engineering reviews, ILA) • Risks • Review & update MAT membership list • Review Initial Document List for MS C • Surface issues re documents, program strategy & exit criteria identify responsible parties and resolution path • Initial PoPS Review and Baseline Score • ILA results and adjudication strategy for red and yellow issues
Pre-MCPDM #2 **18 May 2011 (Notional)**	• Status MAT Tool (CDR-A Exit criteria, MAT issues, Documents & MAT members) • Risk Update & Test Update (DT/OA) • Updated program strategy & schedule (test events, engineering reviews, ILA) • MAT issues – review and update • Establish PoPS V2 Baseline • ILA results and adjudication strategy for yellow issues • Review full funding COAs
MCPDM #3 **21 Jun 2011 (Notional)**	• PoPS Review and Update Score • Risk Update & Test Update (DT/OA) • Final Review of MAT tool – CDR-A ADM Exit Criteria Met –All MAT issues adjudicated or addressed via MS C ADM language –All documents final or final pending MDA signature • ILA issues adjudicated or strategy in place • Final MS C ADM language with exit criteria for fielding decision • Make MS C Recommendation to MDA (vote)
30 Jun 2011	**MS C** • MDA signs ADM

Sample Plan of Actions and Milestones (POA&M)

Enclosure (k). Milestone Assessment Team Artifacts and Samples

Marine Corps Enterprise Information Technology System (MCEITS)
Program Assessment
Milestone C/LD Decision

1. Purpose. Provide COMMARCORSYSCOM with an assessment of the readiness of the MCEITS program for a Milestone C (MS C)/Limited Deployment (LD) decision.

2. Scope of this Assessment. This assessment highlights key focus areas for MDA consideration. It does not duplicate or summarize all information included in the MCEITS PoPS MS C PoPS briefing package. The briefing provides a complete description of program status, funding, risks, issues, and associated strategies and was presented to COMMARCORSYSCOM on 30 Jun 2011.

3. Background:

a. MCEITS was designated an ACAT III Information Technology (IT) Program on 06 April 2009 by BGen Brogan. COMMARCORSYSCOM serves as the MCEITS MDA. The last MDA milestone decision for MCEITS was the Critical Design Review assessment (CDR-A) of 20 November 2009. The next MDA milestone decision will be Full Deployment/Fielding, targeted for 4Q FY 14.

b. The MCEITS Milestone Assessment Team (MAT) met on 21 Jun 11 to review the readiness of MCEITS to proceed to a MS C/LD decision. The MAT includes representatives from DC SIAT, ACLCL, AC PROG, AC Contracts, DRM, C4, MCOTEA, and CD&I. A complete list of MAT members is attached.

c. The MAT validated the MCEITS PoPS Gate 6.4 baseline score of 90.13 on 21 Jun 2011. This score reflects that the program is well-prepared for the MS C/LD decision.

4. **Milestone Assessment Team (MAT) Recommendation.** The MCEITS MAT recommends that COMMARCORSYSCOM sign the proposed ADM which grants MCEITS a MS C/LD decision based on the following rationale. MCEITS meets the entrance criteria established by DoDI 5000.02 and SECNAVINST 5000.2E for a Milestone C/LD decision. The program has:

- Met the exit criteria established by the previous ADM (CDR-A).

Enclosure (k). Milestone Assessment Team Artifacts and Samples

- Demonstrated via independently observed (MCOTEA & MCTSSA) test results that the system is effective and suitable and meets or exceeds the KPP threshold requirements. There are no critical test deficiencies. This is reflected in the MCOTEA "quick look" test summary. It should be noted that two non-critical issues were identified with the Kansas City (KC) Enterprise Information Technology Center (EITC) relative to the HVAC system and lack of a back-up generator. The PM has implemented "work-arounds" to fully mitigate the issues on a short-term basis. This topic is discussed in detail in the MCEITS MS C/LD PoPS briefing package.

- Completed all statutory and regulatory ACAT III MS C/LD Documentation. (Note: Three documents have completed all required staffing and are in final staffing for MDA signature. These are the Acquisition Program Baseline (APB), Abbreviated Program Protection Plan, and Acquisition Decision Memorandum (ADM).

- Successfully completed all scheduled test, engineering and logistics events as required by the SEP, MCSAMP and TEMP with one exception. There is one outstanding yellow issue from the Integrated Logistics Analysis - Performance Based Logistics (PBL). Mr. Clark (MARCORSYSCOM ILA Chair) stated that AC LCL would concur with the MCEITS MS C/LD decision if the MCEITS MS C/LD ADM includes an adjudication strategy addressing the open ILA issue. The proposed MS C/LD ADM requires the PM to adjudicate any open ILA issues to the satisfaction of AC LCL prior to the full deployment decision. Mr. Clark has reviewed, and concurs with the ADM language.

- Demonstrated a full funding profile with the following exceptions: There is an unfunded gap of $9.4M FY 15 PMC and a FY 12 shortfall of $5.9M. The following mitigation strategies are in place or will be authorized by COMMARCORSYSCOM signature on the MCEITS MS C/LD ADM:

  - The PM is actively engaged with DRM to address the funding deficits. In addition, DRM is working closely with P&R to address this matter.

  - The program will request additional funding during POM 14.

  - The proposed MS C ADM requires the PM to work with HQMC C4 and CD&I to develop affordability COAs to address any

funding deficits still in place subsequent to POM 14. The COAs will be presented for MDA Approval. If the funding gap is not addressed via POM 14, enterprise capability and system functionality will not be impaired. The shortfall will be mitigated via reprioritization/trade-offs of distributed and expeditionary capabilities and presented for MDA approval within the affordability COA framework described above.

5. Description of MS C/LD ADM. The MCEITS MAT has reviewed and concurs with the proposed MCEITS MS C/LD ADM. The ADM:

-Requires the PM to develop affordability COAs for MDA consideration subsequent to POM 14 (as applicable).

-Requires the PM to provide COMMARCORSYCOM with twice-yearly program status updates.

-Establishes a target date for a combined FD/Fielding decision of 4Q FY 14.

-Authorizes the PM to execute program events as summarized in the below table:

MCEITS MS C/LD ADM – Summary of Key Events Authorized

Activity	Test Event Supporting MS C Decision	ADM Grants authority for	Return Date	Next Decision	Test Event Supporting Next Decision
KC EITC (scale & operate to host operations)	DT (MCTSSA and MCOTEA independent observation)	MS C/LD	4QFY14	FD/ Fielding	OT
ALBANY EITC (Build, integrate and accredit)	Integrated DT	Procurement for Build and Integration	4QFY14	FD/ Fielding	Combined DT/OT
P3I Pre-planned Product improvement) Distributed & Expeditionary Capability	N/A	Planning Activities – Design and Engineering	4QFY13	Design Build Assessment Review	Demo

Enclosure (k). Milestone Assessment Team Artifacts and Samples

6. Key Discussion Points for MDA Consideration:

- Requirements Stability. The long-term success of MCEITS depends in large part on stable funding and requirements. This includes the requirement to add High Availability/Disaster recovery (HA/DR) capability via the Albany failover site. Many of the most critical USMC applications scheduled to migrate to MCEITS require HA/DR, and planned migration schedules will be jeopardized without HA/DR capability in place. As such, the stability of funding and requirements for MCEITS (especially HA/DR) warrants continued ED and MDA focus.

-Development Environment (DE). A DE is a desired feature of MCEITS per HQMC C4 and CD&I. However, this is NOT reflected in the current MCEITS requirements documentation or program costs. During the 18 May 2011 MAT meeting, the MAT emphasized that a validated requirement (and associated funding) must be in place before MCEITS can plan and execute a DE. Mr. Castro (CD&I) stated that a Letter of Clarification (LOC) shall be developed with C4 involvement to add the DE to the MCEITS requirement. The MAT emphasized that the requirement must be of sufficient fidelity to enable development of a realistic schedule, technical assessment reviews, test strategy and associated program costs. This issue warrants ongoing ED and MDA focus, to enable stakeholder communication at the Executive level. This will foster a common understanding that the DE is not included in this MS C/LD decision, and that MARCORSYSCOM requires a valid requirement and funding before execution of the DE.

7. **Recommendation.** Respectfully recommend COMMARCORSYSCOM signature on the MCEITS MS C/LD ADM.

Enclosure (1). Example of Request to Participate

UNITED STATES MARINE CORPS
MARINE CORPS SYSTEMS COMMAND
2200 LESTER ST
QUANTICO, VIRGINIA 22134-6050

IN REPLY REFER TO
4215
GTES
APR 07 2011

From: Director, Ground Transportation and Engineer Systems
To: Commander, Marine Corps Systems Command
Via: Assistant Commander, Programs

Subj: REQUEST TO PARTICIPATE IN THE US ARMY LIGHT CAPABILITY ROUGH TERRAIN FORKLIFT PROGRAM OF RECORD AND DELEGATION OF THE PROGRAM DECISION AUTHORITY TO THE PRODUCT GROUP DIRECTOR, GROUND TRANSPORTATION AND ENGINEER SYSTEMS

Ref: (a) SECNAVINST 5000.2E

Encl: (1) CD&I ltr 3900/C132 of 5 AUG 10

1. Per reference (a), request authorization to participate in the US Army Light Capability Rough Terrain Forklift (LCRTF) program. I also request delegation of Program Decision Authority to the Product Group Director, Ground Transportation and Engineer Systems.

2. Program Description: The acquisition of the LCRTF is managed by the Product Manager, Construction and Material Handling Equipment (CE/MHE), Tank and Automotive Command (TACOM), Warren, MI. The program is an Acquisition Category III program. The LCRTF contract has been awarded to KALMAR RT Center, LLC of San Antonio, TX, utilizing a Firm Fixed Price contract W56HZV-11-D-VK03. The LCRTF is a modified Commercial Off-the-Shelf forklift that is capable of accepting a modular (plug and play) armored cab.

The Marine Corps and Army LCRTF requirements are identical with the exception of the armored cab requirement for the Marine Corps. The LCRTF is a rubber-tired forklift with the capability of two-wheel, four-wheel and crab steering and lifting capacity of up to 5,000 pounds. The LCRTF will load and unload cargo aboard amphibious ships, cargo-carrying aircraft, combat support vehicles, and International Organization for Standardization containers.

Request to Participate (1 of 4)

Enclosure (1). Example of Request to Participate

Subj: REQUEST TO PARTICIPATE IN THE US ARMY LIGHT CAPABILITY ROUGH TERRAIN FORKLIFT PROGRAM OF RECORD AND DELEGATION OF THE PROGRAM DECISION AUTHORITY TO THE PRODUCT GROUP DIRECTOR, GROUND TRANSPORTATION AND ENGINEER SYSTEMS

3. Prospective funding:

a. Appropriation (APPN): Procurement (PMC)

- Budget Year: FY11 thru FY14
- Budget Authority: 06
- Budget Line Item: 646200, Material Handling Equipment
- Dollars (FY11): $ 1,300,000
- Dollars (FY12): $35,428,000
- Dollars (FY13): $25,683,000
- Dollars (FY14): $47,169,000

Each LCRTF will cost approximately $140,000 including armor. The total estimated program cost is projected to be $110M. The LCRTF program is fully funded through FY14.

APPN		FY11	FY12	FY13	FY14	To Complete	Total
PMC	Required	1.300	35.428	25.683	47.169	0	109.967
	Budget	1.300	35.428	25.683	47.169	0	109.967
	Delta	0	0	0	0	0	0

b. Appropriation (APPN): Research Development Test & Evaluation (RDT&E)

- Program Element (No./Title): 26624M, Marine Corps Combat Services Support
- Program Number/Line Item (No./Title): C2316, Engineering Combat Services Support Equipment
- Sub-project/Line Item (No/Title): Engineering Mod Kits
- Dollars (FY12): $470,000

The RDT&E funding will be used to procure two armored forklifts and test costs for ballistic testing.

APPN		FY12	To Complete	TOTAL
RDT&E	Required	.470	0	.470
	Budget	.470	0	.470
	Delta	0	0	$0

4. Enclosure (1) validated the original Operational Requirement Document of 6 March 2000. The current requirement provides for the addition of a modular armored and unarmored cab, climate controlled cab, and a rifle mount. Additionally, the Authorized Acquisition Objective has increased from 573 to 760 systems.

Enclosure (1). Example of Request to Participate

Subj: REQUEST TO PARTICIPATE IN THE US ARMY LIGHT CAPABILITY ROUGH TERRAIN FORKLIFT PROGRAM OF RECORD AND DELEGATION OF THE PROGRAM DECISION AUTHORITY TO THE PRODUCT GROUP DIRECTOR, GROUND TRANSPORTATION AND ENGINEER SYSTEMS

5. TACOM is scheduled to conduct Production Verification Testing (PVT) beginning June 2011, with tests concluding in October 2011. Testing will include mobility, environmental, performance, interoperability, and reliability testing. Testing will be conducted at Aberdeen Test Center, MD. Marine Corps unique testing will include ballistic, shipboard compatibility, and external helicopter lifting. Testing will also include a Field User Evaluation utilizing Marines from the Operating Forces.

6. US Army TACOM, Product Manager, CE/MHE has received its Milestone "C" 17 April 2009, which authorized procurement of test assets and conduct of PVT. Milestones schedules are as follows:

	TACOM:	MCSC:
Milestone C	17 Apr 09	
Full Rate Production	3QFY12	2QFY12
Fielding Decision	4QFY12	4QFY12
IOC	2QFY13	1QFY13
FOC	TBD	4QFY14

7. Amplifying information supporting authorization to participate is based on:

- Jointness
- Ability to leverage testing, logistics and program documentation
- Cost avoidance as a result of TACOM being lead service
- Reduced resource requirements for the Marine Corps Program Management Office

8. Delegation of authority is requested based upon:

- Not a developmental program
- Low execution risk
- Low funding risk
- Project Management Team adequately resourced

Request to Participate (3 of 4)

Enclosure (1). Example of Request to Participate

Subj: REQUEST TO PARTICIPATE IN THE US ARMY LIGHT CAPABILITY ROUGH TERRAIN FORKLIFT PROGRAM OF RECORD AND DELEGATION OF THE PROGRAM DECISION AUTHORITY TO THE PRODUCT GROUP DIRECTOR, GROUND TRANSPORTATION AND ENGINEER SYSTEMS

9. The point of contact for the LCRTF is Mike Farley at (703) 432-3727 or email at michael.j.farley@usmc.mil.

Jack E. Cave
JACK E. CAVE

Copy to:
PMM 152

Request to Participate (4 of 4)

Enclosure (m). Database Rules (Special Instructions for PoPS Database)

Establishing a new PoPS Program Health Assessment

Notify the APGD PM and contact ACPROG Assessments when starting a new Program Health Assessment (i.e. new Gate and MS review)

- ACPROG Assessments will create an initial database file (XML file) for your program and specific gate for the assessment, provide you with a copy of the database, and assist you in importing it into the database.

Locate the files you were provided

- Ensure the files are saved in an appropriate place for future reference in answering PoPS criteria and developing needed presentations and reports.
    - Do NOT run the database off of a CD-ROM since any data entered will be lost!!

Answering PoPS V2 Criteria Questions

- Remarks are required for ALL criteria questions (Red, Yellow and Green).
- Do NOT use any special characters in the remarks sections (~, @, #, $, %,^, &, *, (,), _, -, / etc.). We have experienced issues with the use of these characters when attempting to import and export the program information.
- Assume the default or initial response to each question is Red.
- N/A is not an option unless the question has a N/A checkbox Analyze and interpret the question for applicability to ACAT III & IV environment.
- Review the Frequently Asked Questions (FAQ) document on the IMDP SharePoint site for additional guidance.

Saving and Exporting XML File

- Remember to select "Save" (not "Open") and save the file somewhere that you'll remember.
- Export XML file after each update and save in central location.
- Only one person should update the XML file at a time. If additional people want to update, email the XML to them for import, update criteria questions and export XML to save changes.

PROGRAM NAME

(Indicate what Milestone *this* APB is prepared for, or identify the Revision # as a result of breach)

Date

Prepared by:

Program Manager, Program name

Product Group Name

For Official Use Only

Enclosure (n). Sample Acquisition Program Baseline (APBs)

ACQUISITION PROGRAM BASELINE AGREEMENT

Executive Summary:

In this section the Program Manager will provide a description of the program. Program description should include a detailed description of the program in terms of capability the system(s) are providing. Description should also include an overview of the program strategy to include addressing any Incremental or Evolutionary approaches. As such, the enclosed sections A, B, and C must reflect, if applicable, the incremental approach by providing Cost/Schedule/ and Performance metrics for each Incremental release. The same is true for any changes to the APB resulting from a program breach.

If a change is required to the APB, all changes need to be identified and included as part of the Section A, B and C exhibits as a separate column. Each column should be properly identified to reflect the Incremental/Evolutionary approach, or any changes made throughout the lifecycle of the program.

Furthermore, this section should include a brief description of any changes to the APB, or reasons the enclosed document is being staffed for revision/approval (e.g. Milestone decision, program deviation, re-defined/increased AAO, etc.)

Enclosure (n). Sample Acquisition Program Baseline (APBs)

Section A: Performance

	MS B Proposed Baseline	
Attribute:	**Objective**	**Threshold**
Length	20 Ft	25ft
Weight	50,000 lbs	65,000 lbs
Range	2500k	1800k
MTBF	100hrs	110hrs

Performance. The total number of performance parameters should be the minimum number needed to characterize the major drivers of operational performance. Performance parameters should include the key performance parameters identified in the capability needs document(s) (i.e., CDD and CPD), and the values and meanings of thresholds and objectives should be consistent. (See also CJCS Instruction 3170.01G.) The number and specificity of performance parameters may change over time. Early in a program, the APB should reflect broadly defined, operational-level measures of effectiveness or measures of performance to describe needed capabilities. As a program matures, system-level requirements become better defined.

Section B: SCHEDULE

	MS B Proposed Baseline	
Event:	**Objective**	**Threshold**
Milestone B	Jun 2011	Dec 2011
PDR	Feb 2012	Apr 2012
CDR	Apr 2012	Aug 2012
IOT&E	Oct 2012	Feb 2013
MS C/LRIP	Jun 2013	Dec 2013
FRP	Dec 2013	Jun 2014
Fielding	Feb 2014	Aug 2014
IOC	Dec 2014	Feb 2015
FOC	Jul 2015	Oct 2015

The above events are notional and can be combined at the discretion of the MDA. Furthermore, the MDA can direct the PM to include additional program events if program risk warrants additional oversight.

Note: Objective and Threshold dates are to be provided **only** in the format identified above and should reflect the Month and Calendar Year the event will be accomplished. Standard time allowance between Threshold and Objective is six (6) months. However, the time can be increased at the discretion of the MDA if program risks justify the increased duration. Also, revisions to the APB should be reflected in a *new column* to the right of the Proposed Baseline and identified as a revision.

Section C: COST

Then Year ($K)		
Item	**Objective**	
Acquisition cost, RDT&E		
Procurement costs (Acquisition), (e.g. PMC)		
Acquisition cost, MILCON		
Acquisition cost, O&M		
Acquisition cost sub-total		
Other RDT&E		
Other Procurement		
Other MILCON		
Other O&M		
Other cost Sub-total		
Total		
Base Year (FY20XX $K)		
Item	**Objective**	**Threshold**
Acquisition cost, RDT&E		
Procurement costs (Acquisition), (e.g. PMC)		
Acquisition cost, MILCON		
Acquisition cost, O&M		
Acquisition cost sub-total		
Other RDT&E		
Other Procurement		
Other MILCON		
Other O&M		
Other cost Sub-total		
Total		
Unit Cost (FY20XX $K)		
Item	**Objective**	**Threshold**
Average Procurement Unit Cost (APUC)		
Program Acquisition Unit Cost (PAUC)		
Quantities		
Procurement Quantity		
Program Acquisition Quantity		

NOTES:

1) Acquisition cost (RDT&E, MILCON, and O&M) is defined as equal to the sum of the development cost for prime mission equipment and support items and the system-specific facilities cost. These are only costs associated with program initiation through FOC.

2) Procurement costs (Acquisition, (PMC)) is defined as equal to the sum of the procurement cost for prime mission equipment, the procurement cost for support items, and the procurement cost for initial spares. These are only costs associated with program initiation through FOC.

3) Other (RDT&E, Procurement, MILCON, and O&M) is defined as all other costs associated with the respective appropriation beyond FOC and those other costs not associated with any of the Acquisition costs for RDT&E, Procurement, MILCON, and O&M.

4) Objective values for each appropriation equal the highest costs of the unadjusted point estimate, median, or mean.

5) Threshold values for each appropriation are at least 5% higher than the objective, no more than 10% higher than the objective, and otherwise bounded by 80th cumulative probability distribution.

6) Program Acquisition Quantity is defined as the total number of fully configured end items (to include research and development (R&D) units) a DoD component intends to buy through the life of the program, as approved by USD(AT&L). This quantity may extend beyond the FYDP years but shall be consistent with the current approved program.

7) APUC is calculated by dividing the Procurement Costs (Acquisition) PMC row (Base Year) by the Procurement Quantity row (this item is sometimes referred to Average Unit Procurement Cost (AUPC) and is calculated the same).

8) PAUC is calculated by dividing the acquisition cost sub-total row (Base Year) by the Program Acquisition Quantity row.

Section C: COST (continued)

Cost. Cost figures should reflect realistic cost estimates of the total program and/or increment. Budgeted amounts should never exceed the total cost thresholds (i.e., maximum costs) in the APB. As the program progresses, the PM can refine procurement costs based on contractor actual (return) costs from Technology Development, Integrated System Design, System Capability and Manufacturing Process Demonstration, and Low-Rate Initial Production.

The APB should contain cost parameters (objectives and thresholds) for major elements of program life cycle costs (or total ownership costs). These elements include:

1. Research, development, test, and evaluation costs
2. Procurement costs (including the logistics cost elements required to implement the approved sustainment strategy)
3. Military construction costs
4. Operations and maintenance (O&M) costs (that support the production and deployment phase, as well as acquisition related (O&M)) if any
5. Total system quantity (to include both fully configured development and production units)
6. Average Procurement Unit Cost defined as total procurement cost divided by total procurement quantity (Note: This item and item 7 below do not usually apply to business information technology systems or other software-intensive systems with no production components)
7. Program Acquisition Unit Cost defined as the total of all acquisition-related appropriations divided by the total quantity of fully configured end items
8. Any other cost objectives established by the Milestone Decision Authority (e.g. Ownership cost)

The cost parameters are presented in both base year and then year dollars. The threshold parameters for cost are only presented in base year dollars.

Enclosure (n). Sample Joint Service Acquisition Program Baseline (APB)

ACQUISITION PROGRAM BASELINE AGREEMENT

With the objective of enhancing program stability and controlling cost growth, we, the undersigned, approve this baseline document. Our intent is that the program be managed within programmatic, schedule, and financial constraints identified. We agree to support the required funding in the Planning, Programming, and Budgeting System (PPBS).

This baseline document is a summary and does not provide detailed program requirements or content. It does, however, contain key performance, schedule, and cost parameters that are the basis for satisfying an identified mission need. As long as the program is being managed within the framework established by this baseline, in-phase reviews will not be held.

Prepared by:		Endorsement:	
_____	_____	_____	_____
JPM-LW155	Date	Dir, Fires and Maneuver Integration Division, CD&I	Date:
_____	_____	_____	_____
PEO-GCS	Date	Deputy Commandant Program & Resources, HQMC	Date:

Endorsement:

_____	_____
COMMARCORSYSCOM	Date:
_____	_____
Assistant Secretary of the Navy Research, Development & Acquisition	Date:

This is an example for an ACAT II program. Signatories will vary by ACAT level, however MDA signature along with signature by CD&I is required on all APBs. Please check with your APGD-PM for guidance relative to your specific program.

Enclosure (n). Sample Joint Service Acquisition Program Baseline (APB)

LIGHTWEIGHT 155MM HOWITZER PROGRAM
ACQUISITION PROGRAM BASELINE

Section A. Performance	Development Baseline MS B - 5 February 1996 OBJECTIVE / THRESHOLD	Baseline Change 1 27 May 2002 OBJECTIVE / THRESHOLD No Changes Unless Specified	MS C – 08 November 2002 OBJECTIVE / THRESHOLD No Changes Unless Specified	Production Baseline MS FRP –23 February 2005 OBJECTIVE / THRESHOLD
Weight	ALAP / ≤9k lbs	ALAP / ≤ 10k lbs	ALAP / ≤ 10k lbs (with TAD)	ALAP / ≤ 10k lbs (with TAD)
Range (unassisted) Range (RAP) Rates of Fire, Low Angle only	30 km / 22.5 km 40 km / 30 km 8 rpm ≥ Max ≤ 5 rpm ≥ 2 min	30km /22.5 km (±200 meters) 8 rpm ≥ Max ≥ 4 rpm ≥ 2 min		30km /22.5 km (±200 meters) 8 rpm ≥ Max ≥ 4 rpm ≥ 2 min
First Round Response	≤ 20 sec / ≤ 30 sec (low angle) ≤ 30 sec / ≤ 45 sec (high angle)	≤ 20 sec / ≤ 30 sec (low angle) ≤ 30 sec / ≤ 45 sec (801 mils (threshold)/ 1275 mils (objective))		≤ 20 sec / ≤ 30 sec (low angle) ≤ 30 sec / ≤ 45 sec (801 mils (threshold)/ 1275 mils (objective))
Howitzer Emplacement	≤ 2 min / ≤ 3 min (≤ 5 crewmen)	≤ 2 min / ≤ 3 min (≤ 10 crewmen)		≤ 2 min / ≤ 3 min (≤ 10 crewmen)
Howitzer Displacement	≤ 1 min / ≤ 2 min (≤ 5 crewmen)	≤ 1 min / ≤ 2 min (≤ 10 crewmen)	≤ 1-2 min / ≤ 2-3 min (≤ 10 crewmen)	≤ 1-2 min / ≤ 2-3 min (≤ 10 crewmen)

Enclosure (n). Sample Joint Service Acquisition Program Baseline (APB)

	Development Baseline MS B - 5 February 1996 OBJECTIVE / THRESHOLD	Baseline Change 1 27 May 2002 OBJECTIVE / THRESHOLD No Changes Unless Specified	MS C – 08 November 2002 OBJECTIVE / THRESHOLD No Changes Unless Specified	Production Baseline MS FRP – 23 February 2005 OBJECTIVE / THRESHOLD
Mobility: Prime Mover Compatibility	FMTV (Army), MTVR (USMC), current M900 Series 5-ton truck (wheel track compatible); Same Fording capability; Interchangeable wheels; Blackout markers/rear towing lights; Towing Speeds: Primary – 88 kph Secondary – 56 kph X-country – 24 kph		FMTV (Army), MTVR (USMC), current M900 Series 5-ton truck (wheel track compatible); same fording capability; interchangeable wheels or other technical solutions (i.e., run flats); blackout markers/rear towing lights; towing speeds: Primary – 88 kph Secondary – 56 kph X-country – 24 kph	FMTV (Army), MTVR (USMC), current M900 Series 5-ton truck (wheel track compatible); same fording capability; interchangeable wheels or other technical solutions (i.e., run flats); blackout markers/rear towing lights; towing speeds: Primary – 88 kph Secondary – 56 kph X-country – 24 kph
Tactical Movement (External Air)	CH-47D; CH-53D; CH-53E; & MV-22; Stable external load up to 200 knots airspeed	CH-47D; CH-53D; CH-53E; & MV-22; Stable external load throughout envelope of operation		CH-47D; CH-53D; CH-53E; & MV-22; Stable external load throughout envelope of operation

Enclosure (n). Sample Joint Service Acquisition Program Baseline (APB)

	Development Baseline MS B - 5 February 1996 OBJECTIVE / THRESHOLD	Baseline Change 1 27 May 2002 OBJECTIVE / THRESHOLD No Changes Unless Specified	MS C – 08 November 2002 OBJECTIVE / THRESHOLD No Changes Unless Specified	Production Baseline MS FRP –23 February 2005 OBJECTIVE / THRESHOLD
Transportability:	C-141B; C-5; C-17 (w/prime mover)			C-141B; C-5; C-17 (w/prime mover)
Strategic Movement (Internal Air)	C-130 (2 w/o prime) movers); LVAD capable			C-130 (2 w/o prime) movers); LVAD capable
Naval Shipping/Landing Craft	Compatible (≥ LCM-8)			Compatible (≥ LCM-8)
Railcar Movement	AAR & GIC Diagrams: rail impact tested			AAR & GIC Diagrams: rail impact tested
RAM	900 MRBSA / 800 MRBSA			900 MRBSA / 800 MRBSA
Durability:				
Cannon Tube	≥ 2650 (M203A1) / 1750 EFC (M203)			≥ 2650 (M203A1) / 1750 EFC (M203)
Breech Mechanism	≥ 10000 / 5300 EFC	15,900 EFC		≥ 10000 / 5300 EFC
Carriage	≥ 10000 / 5000 EFC	≥ 10000 / 5300 EFC		15,900 EFC
Recoil Mechanism	≥ 10000 / 5000 EFC			≥ 10000 / 5300 EFC
Operating Temperature (Climatic)	-46° ≥ Temp ≤ +49°			-46° ≥ Temp ≤ +49°
Crew Size	≤ 10; 24-hour ops			≤ 10; 24-hour ops

Enclosure (n). Sample Joint Service Acquisition Program Baseline (APB)

Section B. Schedule	Development Baseline MS B - 5 February 1996 OBJECTIVE / THRESHOLD	Baseline Change 1 27 May 2002 OBJECTIVE / THRESHOLD No Changes Unless Specified	MS C – 08 November 2002 OBJECTIVE / THRESHOLD No Changes Unless Specified	Production Baseline MS FRP – 23 February 2005 OBJECTIVE / THRESHOLD
Milestone A Review/Approval	FEB 95			FEB 95
Transquality Testing (YPG,AZ)	JUN-JUL 95			JUN-JUL 95
Joint Operational Requirements Document (JORD) Approval	29 SEP 95			29 SEP 95
Operational Test Experiment @ Ft. Bragg	OCT 95			OCT 95
Advanced Warfighting Experiment (AWE) Advanced Fire Control Demonstration	NOV 95			NOV 95
Milestone B Review	JAN 96			JAN 96
Technical Testing/Operational Assessment (TT/OA – Shootoff)	MAY96/NOV 96			MAY96/NOV 96
EMD (Shootoff) Contract Award	DEC96/JUN97			DEC96/JUN97
Commence Test Article Delivery (8 Howitzers)	JUN 98/DEC 98	JUN 00/DEC 00		JUN 00/DEC 00
Long Lead Item Advanced Procurement Approval	DEC 98/JUN 99	AUG 01/FEB 02		AUG 01/FEB 02
TT/Multiservice Operational Test & Evaluation (MOTE)	JUN 98/DEC 98	NOV 00/MAY 01		NOV 00/MAY 01

Enclosure (n). Sample Joint Service Acquisition Program Baseline (APB)

	Development Baseline MS B - 5 February 1996 OBJECTIVE / THRESHOLD	Baseline Change 1 27 May 2002 OBJECTIVE / THRESHOLD No Changes Unless Specified	MS C – 08 November 2002 OBJECTIVE / THRESHOLD No Changes Unless Specified	Production Baseline MS FRP – 23 February 2005 OBJECTIVE / THRESHOLD
Independent Evaluation Report (IER)	JUN 99/DEC 99	SEP 02/MAR 03		SEP 02/MAR 03
Milestone C Review/ 1	DEC 99/JUN 00	delete		delete
Milestone C		DEC 02/JUN 03		DEC 02/JUN 03
Low Rate Production Award/1		JAN 03/JUL 03		JAN 03/JUL 03
Operational Assessment/1		MAY 02/NOV 02		MAY 02/NOV 02
Independent Production Readiness Assessment/3			OCT 04/APR 05	OCT 04/APR 05
Independent Cost Estimate/3			OCT 04/APR 05	OCT 04/APR 05
CG, MARCORSYSCOM Certifies KPPs Met/3			Jul 04/JAN 05	Jul 04/JAN 05
Full Rate Prod. Decision/1		DEC 04/JUN 05		DEC 04/JUN 05
Full Rate Production Award/1		JAN 05/JUL 05		JAN 05/JUL 05
Production Contract Award/1	DEC 99/JUN 00	delete		delete
Production Qualification Testing/First Article Testing (PQT/FAT)	MAR 01/ SEP 01	APR 04/OCT 04		APR 04/OCT 04
OT&E/1		APR 04/OCT 04		APR 04/OCT 04

USMC Initial Operational Capability (IOC)	MAR 02/SEP 02	MAR 05/SEP 05	MAR 05/SEP 05
TT/Follow-on Test & Evaluation (FOTE) – Advanced Modules/2	MAR 04/SEP 04	delete	delete
Army IOC/2	MAR 05/SEP 05	delete	delete
USMC Full Operational Capacity (FOC)	JUN 06/DEC 06	AUG 08/FEB 09	AUG 08/FEB 09
Army FOC/2	JUN 09/DEC 09	delete	delete

Note 1 – On 9 Oct 2001, the ASN (RDA) directed that a low rate initial production strategy be implemented. Therefore, a Milestone C and a full rate production decision replaced the previously planned Milestone III.
Note 2 – These events more appropriately belong and will be reflected in the Army's Towed Artillery Digitization Acquisition Program Baseline.
Note 3 - Events added from MS C ADM.

Enclosure (n). Sample Joint Service Acquisition Program Baseline (APB)

Section C. Cost	Development Baseline MS B - 5 February 1996 OBJECTIVE / THRESHOLD	Baseline Change 1 27 May 2002 OBJECTIVE / THRESHOLD No Changes Unless Specified	MS C – 08 November 2002 OBJECTIVE / THRESHOLD No Changes Unless Specified	Production Baseline MS FRP – 23 February 2005 OBJECTIVE / THRESHOLD
Then Year $M				
TOTAL RDTE (note 1)	141.5	178.5	178.5	178.5
TOTAL PROCUREMENT (note2)	1983.7	959.2	949.7	1135.2
TOTAL MILCON	0			
TOTAL ACQUISTION COST	2152.2	1137.7	1128.2	1313.7
Base Year $M (FY96)				
TOTAL RDTE	126.6/145.6	169.8/195.3	169.8/195.3	169.8/195.3
TOTAL PROCUREMENT	1413.8/1484.5	801.1/841.2	824.7/866.0	984.6/1083.0
USMC	Not Specified	Not Specified	509.7/535.2	601.8/662.0
ARMY	Not Specified	Not Specified	315.0/330.8	382.8/421.1
TOTAL ACQUISITION COST	Not Specified	970.9/1036.5	994.5/1061.3	1154.4/1278.3
O&S	Not Specified	N/A	N/A	N/A
AVERAGE UNIT PROC COST	1.057/1.109	1.232/1.294	1.352/1.420	1.672/1.839
PROGRAM ACQUISITION UNIT COST	Not Specified	1.471/1.570	1.604/1.804	1.927/2.120
QUANTITIES : (INFORMATION ONLY)				
TOTAL PROCUREMENT & RDTE	TOTAL 1338	660	620	599
PROCUREMENT USMC	USMC 598	377	377	356
PROCUREMENT ARMY	ARMY 740	273	233	233
TOTAL RDTE	Not Specified	10	10	10

NOTES:
1. MS B baseline included both gun and Towed Artillery Digitization (TAD) development. TAD development cost is in the Army's TAD baseline.
2. Total Procurement cost does not include TAD cost for either the USMC or Army. TAD procurement cost will be in the Army's TAD baseline.
3. Total Ownership Cost Objective is $9.990B and threshold is $10.989B.
4. US dollar vs. British Pound exchange rate increased by 25% between MS C and FRP baselines.

Enclosure (n). Sample Joint Service Acquisition Program Baseline (APB)

ACRONYMS

AAR	Association of American Railroads
ALAP	As Light As Possible
EMD	Engineering, Manufacturing, and Development
EFC	Equivalent Full Charge
FMTV	Family of Medium Tactical Vehicles
FOC	Full Operational Capability
FOTE	Follow on Test and Evaluation
FRP	Full Rate Production
GIC	Gabarit International de Chargement
IOC	Initial Operational Capability
JORD	Joint Operational Requirements Document
km	kilometer (s)
kph	kilometers per hour
KPP	Key Performance Parameter
lbs	pounds
LCM-8	Landing Craft Medium
LVAD	Low Velocity Aerial Delivery
max	maximum
min	minimum/minute (s)
MILCON	Military Construction
MRBSA	Mean Rounds Between System Abort
MTVR	Medium Tactical Vehicle Replacement
O&S	Operations & Support
ops	Operations
Qtys	quantities
RDTE	Research, Development, Test and Engineering
RAM	Reliability, Availability, Maintainability
RAP	Rocket Assisted Projectile
rpm	rounds per minute
sec	second (s)
TAD	Towed Artillery Digitization
Temp	Temperature
TT	Technical Test
w/	with
w/o	without
YPG, AZ	Yuma, Arizona

MARINE CORPS ENTERPRISE INFORMATION TECHNOLOGY SERVICES (MCEITS)

RELEASE 2

June 2011

Prepared by:
Program Manager
Marine Corps Enterprise Information Technology Services

Information Systems and Infrastructure (Product Group 10)

Marine Corps Systems Command

Enclosure (n). Sample IT Acquisition Program Baseline (APB)

Acquisition Program Baseline Agreement (APBA)
Marine Corps Enterprise Information Technology Services

We intend to manage the program within programmatic, scheduling, and budgetary constraints identified in this baseline. The Government agrees to support the program with material and personnel resources within the context of the Planning, Programming, Budgeting, and Execution (PPBE) cycle.

This baseline document is a summary and does not provide detailed information on cost, performance or schedule. However, it does provide a baseline of key performance, schedule, and cost parameters that form the basis for meeting specific mission needs.

Program Manager, Marine Corps Enterprise Services
Marine Corps System Command — Date 15 June 2011

Capabilities Development Directorate
Marine Corps Combat Development Command — Date 28 JUNE 11

Director, Command, Control, Communications, Computers
Headquarters, U.S. Marine Corps — Date 110630

MDA Approval

Commander
Marine Corps Systems Command — Date 19 July 2011

Enclosure (n). Sample IT Acquisition Program Baseline (APB)

Acquisition Program Baseline Agreement (APBA)
Marine Corps Enterprise Information Technology Services

Executive Summary

Marine Corps Enterprise Information Technology Services (MCEITS) is a core enabler of computing and communications capabilities. MCEITS enables access to enterprise services and provides a collaborative sharing environment for applications and users across warfighter and business domains. MCEITS will integrate commercial-off-the-shelf information technology (IT) components. MCEITS will create an infrastructure for applications, along with service and data environments that will reside in two Enterprise Information Technology Centers (EITCs) located in Kansas City, Missouri and Albany, Georgia. The approved Capabilities Development Document (CDD) provided the operational performance attributes, Key Performance Parameters and Key System Attributes. The Capability Production Document (CPD), approved by the Marine Requirements Oversight Council (MROC) on 20 May 2010, specified the Initial and Full Operational Capability requirements for MCEITS. MCEITS will support Marine Corps enterprise applications and align IT efforts with emerging Department of Defense (DoD) wide Net-Centric capabilities and infrastructure. MCEITS will fully support Joint and Marine Corps architectures and satisfy the technical requirements for Net-Centric military operational activities including information access and collaboration.

MCEITS enables modernization of the Marine Corps Information Technology (IT) infrastructure and provides an environment to access shared enterprise data and services while improving operational flexibility (responsiveness and effectiveness) to operating forces and the supporting establishment. MCEITS goals are to reduce the total cost of ownership for the Marine Corps IT enterprise while improving enterprise wide capability for Disaster Recovery (DR) and Continuity of Operations Planning (COOP). MCEITS will extend IT information and services to the USMC tactical and expeditionary users, improving support and battlefield awareness to all Marines worldwide.

Release 1 built the foundation for the MCEITS infrastructure and services, and included project management services, logistical services, IT hardware for the MCEITS unclassified Systems Integration Environment (SIE) in KC, MCEITS security service (Identity and Access Management (IDAM)), Enterprise Service Management (ESM), Information Technology Service Management (ITSM) tools, basic data storage services, interoperability with Defense Information Security Agency (DISA) collaboration service, portal framework, chat services, single sign-on capability, and discovery service.

MCEITS Release 2 implementation is the completion of MCEITS capabilities to meet Full Operational Capability (FOC). Release 2 will complete the build out of the classified SIE and the second EITC site at Marine Corps Logistics Base (MCLB) Albany to deliver the High Availability (HA), Disaster Recovery (DR) and Continuity of Operations (COOP) capabilities. Release 2 includes the implementation of additional core enterprise services: workflow, mediation, orchestration and enhanced data services. Release 2 also includes scaling and Pre-Planned Product Improvements (P3I) to insert emerging technologies. Scaling will increase IT capacity to support migrating applications and their corresponding growth and will support increased capacity requirements for MCEITS core services. The goal for each P3I is to improve existing capabilities and enhance MCEITS services.

Capabilities currently identified for P3Is include:

- Establishing Distributed Platforms to support performance of MCEITS services at regional sites.
- Establishing an expeditionary capability by providing MCEITS software services to tactical platforms.

This program baseline includes the MCEITS acquisition elements, including the Systems Integration Environment, distributed and expeditionary capability planning.

References:

a. Marine Requirements Oversight Council (MROC) Decision Memorandum (DM) 22-2007, dated 16 Mar 2007
b. MROC DM 61-2007, dated 09 Jul 2007
c. Capability Production Document (CPD), dated 30 Nov 2007
d. Marine Corps Single Acquisition Management Plan (MCSAMP), dated 08 May 2008
e. APBA for MCEITS Block 1 – Spiral 0, dated 11 Jun 2008
f. Acquisition Decision Memorandum (ADM) for MCEITS Spiral 0 Milestone B, 27 Jun 2008
g. ADM for Post-Critical Design Review Assessment (CDR-A), dated 20 Nov 2009
h. APBA for Release 1, dated Mar 2010
i. MROC DM 36-2010 approving the MCEITS CPD, dated 20 May 2010
j. Memorandum for Record from AC Programs, dated 14 Jul 2010
k. Letter of Clarification (LOC) to MCEITS CPD, dated 23 Jul 2010
l. APBA Release 1, Rev. #1, dated May 2011

Acquisition Program Baseline Agreement (APBA)
Marine Corps Enterprise Information Technology Services

Section A: PERFORMANCE

1. MCEITS Key Performance Parameters (KPPs*):

KPP	Threshold	Objective	At FOC
Net Ready	MCEITS is required to support both the technical exchange of information and the end-to-end operational effectiveness of that exchange. Capabilities / Products required: 1) Net Ready KPP Compliance Statement 2) Net Ready Architecture Products 3) Compliance with Net -Centric Data Strategy and Net-Centric Services Strategy 4) Compliance with Applicable Technical Standards and Interfaces through the GIG 5) Compliant with Information assurance requirements. Threshold = IATO For more information, refer to reference b, MCEITS CPD.	Objective = Threshold Objective = ATO	Threshold Criteria to be met, at minimum
Information Access	1) NIPRNET Access Per hour – 16,286 SIPRNET Access Per hour – 5,000 2) Query Response Time: Content – 5 seconds for up to 100 requests	1) NIPRNET & SIPRNET Access Per hour. Objective = Threshold 2) Query Response Time: Content – 3 seconds for up to 200	Threshold Criteria to be met, at minimum

KPP	Threshold	Objective	At FOC
	per second for 20M SIPRNET documents and 20M NIPRNET documents 3) Service Request – 5 seconds for up to 10 queries per second for 10,000 registered enterprise services 4) People and Device – Average 3 seconds based upon an expected 30 kilobyte retrieval 5) Metadata – 5 seconds for up to 10-queries per second for 90,000 artifacts	requests per second for 40M SIPRNET documents and 40M NIPRNET documents 3) Service Request – 3 seconds for up to 20 queries per second for 20,000 registered enterprise services 4) People and Device Threshold = Objective 5) Metadata – 3 seconds for up to 20-queries per second for 150,000 artifacts	
Collaboration	Requirement defined by utilizing Defense Connect Online (DCO) formally known as Button #2. NOTE: the Collaboration KPP was modified to incorporate the OSD mandated collaboration capability provided by NCES in the memo dated: 2 February 2009 DoD Enterprise Services Designation – Collaboration, Content Discovery, and Content Delivery"	Threshold = Objective	Threshold Criteria to be met, at minimum

* KPPs are required to be met at FOC.

Acquisition Program Baseline Agreement (APBA)
Marine Corps Enterprise Information Technology Services

Section B: SCHEDULE (SPIRAL ZERO AND RELEASE 1, RELEASE 1 REVISION #1 ARE INCLUDED FOR HISTORICAL PURPOSES)

Phase	Description	Spiral Zero Jun 2008 (Complete)			Release 1 Nov 2009		Release 1 Revision #1 June 2011		Release 2 June 2011	
		Objective	Threshold	Achieved	Objective	Threshold	Objective	Threshold	Objective	Threshold
Spiral Zero	MS B	Jun 2008	Jul 2008	Jun 2008						
	Contract Award	Oct 2008	Apr 2009	Dec 2008						
	Preliminary Design/PDR	Mar 2009	Sep 2009	Jul 2009						
	Representative Model/Final Design/CDR	Jun 2009	Dec 2009	Sep 2009						
Release 1	MS C				Jul 2010	Nov 2010				
	IOC				Sep 2010	Dec 2010				
Release 1 Revision #1	MS C						Jun 2011	Sep 2011		
	IOC						Jul 2011	Oct 2011		
Release 2	Full Deployment Decision / FOC								Sep 2014	Mar 2015
	P3I Distributed & Expeditionary Capability (planning & design)								Dec 2012	Apr 2013

Section C: COST

Then Year ($K)	Spiral Zero Jun 2008		Release 1 Nov 2009		Release 1 Rev # 1 May 2011		Release 2 Jun 2011	
	Objective	Threshold	Objective	Threshold	Objective	Threshold	Objective	Threshold
RDT&E	$4,705	$5,175	$9,000	$10,500	$10,883	$14,406	$18,790	$20,843
PMC	$3,740	$4,114	$11,500	$13,300	$12,961	$15,461	$7,252	$8,467
O&MMC	$4,500	$4,114	$1,430	$2,144	$2,870	$4,879	$12,082	$13,424
Base Year (BY09) ($K)								
RDT&E	$4,600	$5,050	$8,900	$10,400	$10,742	$14,190	$17,918	$19,878
PMC	$3,650	$4,015	$11,300	$13,100	$12,767	$15,198	$6,925	$8,086
O&MMC	$4,400	$4,840	$1,400	$2,100	$2,704	$4,027	$11,391	$12,653

Notes:

1. Program Acquisition Unit Cost (PAUC) is Not Applicable per Defense Acquisition Guide (DAG) dated 12/17/2009.
2. Figures do not include Program Office costs.
3. Spiral Zero, Release1, and Release 1 Rev #1 are included for historical purposes only.

Enclosure (o). 12 Steps to Program Success Tips for the PM

1. Work with the Requirements Officer (RO), MCOTEA, and Assistant Product Group Directors (APGDs) to ensure that capabilities are well understood, achievable, and able to be tested and evaluated. Stable and executable requirements are the foundation of a successful program. A change in the requirement will typically result in cost increases and schedule delays. A recent General Accounting Office (GAO) Report found that programs with requirement changes after system development (MS B) had an average cost growth of 72%, while costs grew by an average of 11% in programs with no requirements change. PMs should work closely with:

- CD&I to highlight the importance of minimizing requirements changes, and deferring non critical changes to future increments.

- All APGDs to ensure the cost, supportability, and schedule implications of the requirement are clearly understood. This should include emphasis on the importance of adequate "trade space" between threshold and objective target values for cost, schedule, and performance (C/S/P) in the requirements document. This provides the PM flexibility to deliver a materiel solution that provides effective capability to Marines within cost and schedule constraints.

- The APGD ENG and SBT to ensure that disciplined systems engineering practices (Reference (v)) are used to analyze the requirement to determine its reasonableness prior to preparation of the System Design Specification (SDS) and Request for Proposal (RFP).

2. Start Planning Early and Leverage MARCORSYSCOM Resources. The PM should begin the planning process as soon as possible. Consult the IMDP SharePoint site, the notional timelines, and step by step instructions in the MARCORSYSCOM PoPS Core Briefing charts for the desired Milestone (MS) or Key Acquisition Event (KAE). If you are not certain which MS or KAE applies, consult Chapter 2 of this Guidebook. As described in the notional timelines chart the PM should:

- Meet with the SBT as soon as possible to ensure that all competencies have concurrent input into the program strategy.

Enclosure (o). 12 Steps to Program Success – Tips for the PM

- Meet with the APGD ENG to determine the appropriate approach to establish and mature the technical baseline. This will include the development of the Systems Engineering Technical Review (SETR) strategy. This is critical, as the integrated program strategy (acquisition, logistics, financial, test, and contracting) must build upon and align with the SETR strategy.

- Review this Guidebook, the MARCORSYSCOM IMDP SharePoint site, and the PoPS Core Briefing charts as they are structured to provide specific guidance to MARCORSYSCOM PMs; and tailored to address the unique attributes of ACAT III, IV, and AAPs.

- Develop a Life Cycle Cost Estimate (LCCE) that accurately captures program costs. Understanding your program's cost drivers is essential to developing quality program plans, program objective memorandum (POM) submissions, acquisition program baseline (APB), and meaningful metrics.

3. **Develop and Maintain a Realistic Integrated Plan and Schedule**. PMs should develop a **realistic** integrated program schedule as soon as possible; that includes:

- Key program, technical, logistics, test and contracting events and documents. (This should reflect the MDA approved tailoring strategy as described in Chapter 2 of this Guidebook).

- Key Dependencies. In many cases, delivery of a required product, document or event cannot be accomplished until supporting documentation or events have been completed. Dependencies should be identified and tracked in the schedule.

- Program's Critical Path Schedule (events or documents that take the longest to complete).

To begin populating the schedule, the PM should consult the notional timelines provided for the applicable MS or KAE and the sample schedule chart provided in the MARCORSYSCOM PoPS core briefing charts, relevant historical information, and this Guidebook (Chapter 8.1). The PM should:

Enclosure (o). 12 Steps to Program Success – Tips for the PM

- Regularly monitor status of schedule events, and take appropriate action to address gaps in achieving target dates.

- Update the schedule as additional information becomes available over the program lifecycle.

- Ensure that all competencies have reviewed the schedule for realism (both within the individual competency areas and across competency lines).

4. **Develop and Monitor Meaningful Metrics**. The PM should regularly monitor progress/status relative to:

- The C/S/P targets in the Acquisition Program Baseline (APB).

- Technical, contracting, program & logistics reviews, test events & resolution of any open deficiencies.

- Mitigation of red or yellow criteria identified in the program PoPS Health assessment.

- Status of handling strategies to address critical risks.

- The program compliance with the entrance criteria for the next MS or KAE (per the MARCORSYSCOM PoPS Core Briefing Charts).

- Compliance with the exit criteria for the next MS or KAE (per the program previous ADM).

- Financial Execution (obligation & expenditure rates vs. OSD goals).

- Performance of prime contractors (to include both Commercial sector AND Government performers) relative to C/S/P/quality. In some cases Earned Value Management (EVM) is used (for cost acquisitions over $20M). For programs where EVM does not apply, appropriate metrics should be used to ensure the PM has visibility into contract status to include cost, schedule, progress towards completion of key events or products required by the contract, status of quality

metrics, and the identification and handling of risks and issues.

- Program documentation and events required for the next MS or KAE (especially those with extended staff/approval cycles). The MARCORSYSCOM PoPS core briefing charts contain notional timelines that identify documents with lengthy staff/approval cycles.

5. Understand and Apply Knowledge Based Acquisition. GAO has assessed multiple DoD programs and found the following factors or "knowledge points" critical to program success. These factors are reflected in DoDI 5000.01, DoDI 5000.02 and the MARCORSYSCOM PoPS core briefing charts mandatory entrance criteria slides. However, the three most critical knowledge based acquisition points are summarized below.

Program Initiation. There should be a match between the needed capability and available resources before an effort receives a MS B. This means:

  - Technology has been demonstrated in a relevant environment (TRL of 6 or higher).
  - The requirement is reasonable and executable within defined C/S/P parameters per the Acquisition Program Baseline (APB).
  - Sufficient funding is available.

- **Post-Critical Design Review Assessment (CDR-A).** Knowledge should indicate that the product or capability can be built consistent with APB C/S/P parameters. This means that the design is of sufficient stability to support continuation to testing, verification, and MS C.

- **Production Decision.** Based on demonstrated test results the product or capability is operationally capable; and producible within APB C/S/P targets. A key component of this is demonstration that the manufacturing processes are under process control.

6. Communicate with Leadership and Stakeholders Early and Often. Identify key stakeholders and involve them in program planning and decisions throughout the acquisition lifecycle. This will include the requirements/capabilities sponsor's

organization, SBT, MAT, HQMC program advocate, and MCOTEA. This ensures a common understanding and buy-in to program strategy. Programs that do not follow this principle are often delayed; since one or more key stakeholders may non-concur with the program approach, thus generating re-work.

Meet with decision makers up front to define the desired end-state and obtain support for program strategy and schedule. Surface bad news early and provide alternatives for MDA consideration. Do not wait until a problem has occurred; be proactive and present tradeoffs or alternatives required to meet APB cost schedule or performance targets. Ensure that the alternatives you present are worked in collaboration with all stakeholders before presentation to the MDA.

7. Manage your risks. The PM should conduct regular risk reviews, assess the effectiveness of the handling strategies, and make appropriate adjustments. The risk board should include representatives from all competencies and stakeholders. Note: many MARCORSYSCOM programs are focused on the integration of existing off the shelf products. Integration or introduction of new/updated interfaces always introduces an element of risk to program execution, and should be managed appropriately.

8. Manage to Threshold. The requirements document and APB establish threshold (minimum acceptable) and objective (desired) C/S/P targets. A program is deemed successful once it has met all threshold C/S/P targets. As such, the PM should manage to achieve threshold in all three areas. For example, a materiel solution that meets threshold in all three areas is preferred to a solution that meets objective performance; but cannot meet threshold cost targets.

If a PM determines that the program will be unable to meet either cost, schedule, or performance thresholds, this should be immediately surfaced to leadership. The PM should propose mitigation strategies and work with all key stakeholders to prepare a recommendation for MDA consideration. This may be accomplished via population of the PoPS core briefing charts. In addition, the PM should reference Chapter 8 for instructions relative to notifying the MDA regarding an anticipated APB breach.

9. IPTs work – use them. No program decision occurs in a vacuum. A change in any one area such as acquisition strategy will impact all other program areas (e.g. technical, logistics, contracting, budget, and test).

Thus, to make an effective decision, the PM should consult the program IPT (with membership from all competencies and affected stakeholders) to identify and assess the cost and benefits of any program change or decision. This approach allows for the PM to receive input from all competencies and stakeholders concurrently, and develop a fully informed decision. Decisions made without participation from all competencies are often flawed; as they do not reflect consideration of all impacts and consequences.

10. Incremental Acquisition works – Consider It. DoDI 5000.02 encourages an incremental or multiple step (phased) approach to delivering full capability. In this scenario, a program may be divided into several increments and/or phases. Each increment provides a fully operational stand-alone capability. This is a risk reduction tool because it enables the PM to quickly deliver that capability which is based on mature technologies, is affordable, and is of highest priority to the warfighter. Capabilities which require further technology maturation, are not currently affordable, or of lower user priority may be delayed to later increments. PMs should carefully consider this approach and consult with the requirements organization and SBT regarding the applicability of an incremental approach as opposed to a single step strategy where appropriate. It is imperative that the requirements document align with and support incremental delivery of capability where appropriate.

11. Establish Robust Configuration Management (CM) Processes. A robust Configuration Management process should be established very early in the acquisition cycle and include representatives from all key stakeholder organizations and competencies. The CM process will provide the PM with the information and tools to:

- Identify and understand the implications of requirements changes.
- Identify strategies to mitigate the impact of necessary changes, and reject other changes.
- Surface "descoping" options to improve/preserve cost & schedule.
- Guard against "scope creep". (Scope creep occurs when a series of small changes — none of which appear to affect the program individually — can accumulate and have a

significant overall impact by increasing cost or delaying schedule).

For specific guidance please reference MARCORSYSCOMO 4130.1 (Reference (w)).

12. Software Management. GAO found that roughly half of the programs they studied with software development had at least 25% growth in estimated lines of code after MS B. This results in cost overruns and delayed schedules. PMs should work closely with their APGD ENG to ensure that software has been appropriately assessed, and accurately estimated prior to MS B.

Enclosure (p). Example of Initial Operational Capability (IOC) Declaration

DEPARTEMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

IN REPLY REFER TO:
1000
C4
JUL 06 2011

From: Commandant of the Marine Corps
To: Commander, Marine Corps Systems Command
Via: Deputy Commandant, Combat Development & Integration

Subj: MARINE CORPS ENTERPRISE INFORMATION TECHNOLOGY SERVICES (MCEITS) DECLARATION OF INITIAL OPERATIONAL CAPABILITY (IOC)

Ref: (a) MROC DM 36-2010, MCEITS CPD, 20 May 2010

1. As the Functional Advocate and Resource Sponsor for the MCEITS program, I have determined the program has met the capabilities and requirements as documented in reference (a) to meet IOC.

2. The point of contact regarding this matter is Mr. David Green Chief Technology Advisor, (703)693-3462, DSN 263, email: david.e.green1@usmc.mil.

K. J. NALLY
Brigadier General, U.S. Marine Corps
Director, Command, Control,
Communication and Computers (C4)

Copy to:
CO, MCNOSC

Enclosure (q). MARCORSYSCOM Decision Review Scheduling Process

PROCESS FOR SCHEDULING DECISION REVIEWS AND BRIEFINGS WITH COMMARCORSYSCOM **Direct Questions to the MAT chair for programs where COMMARCORSYSCOM has retained MDA. Questions regarding scheduling of meetings for programs where MDA has been delegated to PGD should be directed to the SBT.**	
CONTENTS	**DISCUSSION**
STAFF FOCAL POINTS	1. For programs where MDA has been delegated to the PGD, the APGD PM/SBT is the staff focal point for requesting meetings with COMMARCORSYSCOM or the Executive Director (ED). 2. For programs where MDA has been retained by COMMARCORSYSCOM, the MAT chair is the staff focal point for requesting meetings with COMMARCORSYSCOM or the ED. If a MAT chair is not assigned, contact AC PROG Assessments to obtain a staff focal point. 3. PMs shall coordinate with the appropriate staff focal point at least 30 days prior to the desired meeting date to schedule all meetings with COMMARCORSYSCOM and the ED.
PROCESS	1. The staff focal point will contact the Command Group point of contact, to schedule all briefings with COMMARCORSYSCOM and the ED. • Note: A pre-briefing with the ED must be scheduled at least 3 calendar days prior to any proposed briefing to COMMARCORSYSCOM. 2. The staff focal point will work with the PM to ensure that: • all required pre-briefs have been conducted • all associated products, such as an ADM, PoPS briefing charts, assessments, etc. have been reviewed by the Competency Directors/MAT/SBT/PGD as applicable. The PM shall provide the briefing package to the staff focal point for distribution as a read ahead to the Command Group and all attendees by 0900 of the calendar day prior to each scheduled briefing.

Enclosure (r). Example of Memorandum of Agreement (MOA)

MEMORANDUM OF AGREEMENT
BETWEEN
THE ASSISTANT SECRETARY OF THE NAVY
(RESEARCH, DEVELOPMENT AND ACQUISITION)
AND
THE ASSISTANT SECRETARY OF THE ARMY
(ACQUISITION, LOGISTICS, and TECHNOLOGY)

SUBJECT: LIGHTWEIGHT 155MM TOWED HOWITZER (LW155)

1. **Purpose**. This Memorandum of Agreement (MOA) delineates the responsibilities between the Department of the Navy and the United States Army with respect to the management of the LW155 Program. Specifically, it provides detailed guidelines for the Commander, Marine Corps Systems Command (COMMARCORSYSCOM), the Program Executive Officer for Ground Combat Systems (PEO-GCS), and the Joint Program Manager (JPM) LW155.

2. **Background**. The Marine Corps successfully competed the LW155 program and provided funding for its development beginning in FY96. The Army initiated support for the program by providing funding for the pre-planned product improvement for a digital fire control system beginning in FY99. On 10 November 1994, the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN(RDA)) designated the LW155 an Acquisition Category II (ACAT II) program and retained Milestone Decision Authority (MDA). A Milestone 0 decision briefing was presented to the MDA on 17 January 1995. On 3 February 1995, the MDA signed the Acquisition Decision Memorandum (ADM) and authorized the Marine Corps to initiate the Concept Exploration and Definition Phase. On 16 March 1995, the Assistant Secretary of the Army for Research, Development, and Acquisition (ASA (RDA)) designated the then Program Executive Officer for Field Artillery Systems (PEO-FAS), now PEO-GCS, as the Army Executive Agent for LW155. The LW155 is funded by the Marine Corps for the development of what is referred to as the "basic howitzer"; that is, the howitzer without any of the digitization product improvements detailed in the Joint Operational Requirements Document (JORD). In FY99, the Army initiated a research effort to develop the first block of a two-block program for the digitization enhancements to the LW155 (the digitization enhancements to be known as the Towed Artillery Digitization (TAD) program). The Army has designated the TAD program as an ACAT III program and selected the PEO-GCS to be the MDA. A TAD MS I/II was held on 29 October 1999. A Product Manager for TAD was chartered in July 2000. PEO-GCS, on 16 October 2001, approved having a single prime contractor for the gun and TAD, as well as, a blocked approach for the TAD development program. On 13 May 2002, the TAD contract with GDAS was novated to BAE, thereby implementing the PEO-GCS direction. The Marine Corps has the

This example is provided for illustration purposes only. Signatories and content of each MOA will vary depending on purpose and ACAT level of the program (if applicable). Please check with your APGD-PM for guidance relative to your specific program.

overall management lead for the LW155, which includes both the "basic howitzer" and the TAD program. A Joint Program Management Office headed by a Marine Corps colonel manages the program until such time as it is deemed appropriate by the two Services to designate the Army as lead Service. The Army's Product Manager for TAD reports to the JPM. Both Marine Corps and Army personnel support the office as established in this MOA.

3. **General Policy**. As the lead Service acting under the guidance of the ASN (RDA), the Marine Corps, represented by the COMMARCORSYSCOM, has the authority to direct the "basic howitzer" program under the policies and procedures set forth in appropriate Department of Defense(DoD) acquisition regulations. The PEO-GCS will execute the program per the decisions and direction of the COMMARCORSYSCOM and the ASN (RDA). The PEO-GCS is the MDA for the TAD program and will conduct this program under the policies and procedures set forth in appropriate DoD acquisition regulations. The JPM will report to the PEO-GCS on all matters concerning the execution of both programs. The PEO-GCS and the COMMARCORSYSCOM will commit organic organizational resources and will solicit appropriate support to execute contractual and program management activities. The Commander, Tank-automotive and Armaments Command (TACOM), as the Head of the Contracting Activity (HCA), shall utilize the ASA(ALT) as the Senior Procurement Executive. The JPM is stationed at Picatinny Arsenal, the location of the Armaments Research, Development and Engineering Center (ARDEC), which maintains DoD's programmatic and technical expertise for the acquisition of artillery weapon systems.

4. **Responsibilities.**

a. **Joint Responsibilities:**

(1) COMMARCORSYSCOM and the PEO-GCS shall meet as required to review program progress and resolve any issues that may require joint action.

(2) The JPM will present a formal executive review to COMMARCORSYSCOM and the PEO-GCS, as required.

(3) The JPM will complete all milestone documentation requirements for both the TAD and "basic howitzer" programs. For the "basic howitzer" program, the JPM will provide this documentation to COMMARCORSYSCOM for examination by the Acquisition Review Board (ARB) prior to submission to the MDA for the milestone and other decision reviews. The JPM will ensure that Army unique documentation requirements are considered and appended to the common documentation as appropriate. The TAD milestone documentation will be coordinated with MARCORSYSCOM prior to being submitted to the PEO-GCS and will ensure that Marine Corps unique requirements are considered and appended to the common documentation as appropriate.

(4) The COMMARCORSYSCOM and the PEO-GCS shall jointly sign

the Acquisition Program Baseline (APB)for the "basic howitzer." The TAD APB will be signed by the PEO-GCS and coordinated with MARCORSYSCOM.

b. **Marine Corps**. As the Lead Service for the LW155 Program, the Marine Corps, through COMMARCORSYSCOM, has responsibilities that include, but are not limited to:
(1) Retain reprogramming authority for all USMC LW155 program funds.
(2) Compete in the POM process for necessary resources to support execution of the Marine Corps' portion of the program and insure expeditious transfer of program funds to the joint program management office.
(3) Facilitate coordination with Marine Corps agencies (e.g. MCOTEA, MARCORLOGBASES, MCCDC, etc.) required for execution of the program.
(4) Assign a USMC JPM and be the reviewing officer for his performance evaluation.
(5) Provide Marine Corps personnel in conjunction with the PEO-GCS to adequately staff the JPMO at Picatinny Arsenal, NJ.
c. **Army**. As the participating Service for the LW 155 Program, the Army, through PEO-GCS, has responsibilities that include, but are not limited to:
(1) Serve as Senior Procurement Executive.
(2) Provide procurement and policy guidance to the PEO-GCS and HCA organizations.
(3) Provide Army personnel in conjunction with the Marine Corps to adequately staff the JPMO at Picatinny Arsenal, NJ.
(4) Provide adequate facilities at Picatinny Arsenal, NJ for the JPMO.
(5) Provide oversight and guidance to the JPM and assume the responsibilities as the Reporting Senior for his performance evaluation.
(6) Schedule Program Reviews at the request of ASN(RDA) in coordination with COMMARCORSYSCOM.
(7) Ensure the joint program meets the cost, schedule, and performance thresholds outlined in the the TAD and "basic howitzer" APBs.
(8) Execute contracting actions, as necessary, for the Marine Corps through the TACOM HCA.
(9) Compete in the POM process for necessary resources to support execution of the Army portion of the program and insure expeditious transfer of program funds to the JPMO.

d. **The JPM shall:**
(1) Develop the APBs with assistance from the PEO-GCS and COMMARCORSYSCOM.
(2) Coordinate USMC POM funding requirements with

MARCORSYSCOM and USA POM funding requirements with USAFAS to ensure the program is adequately funded.
(3) Execute the program as outlined in the milestone documentation with direction from the PEO-GCS.
(4) Supervise all program management and engineering support within the cost, schedule, and performance thresholds outlined in the approved APBs.
(5) Report to the PEO-GCS on all issues relating to the execution of both programs.
(6) Be in the rating chain for all JPMO and associated matrix support personnel.
(7) Maximize opportunities to integrate the basic howitzer and TAD by combining test events and endeavoring to have the basic howitzer's Full Rate Production decision be a M777E1 decision that would include TAD.

5. **MOA Administration.**

a. **Duration.** This agreement becomes effective upon the date of the last approving signatures and will remain in effect until revised or canceled by actions taken by participating organizations .

b. **Revision of MOA.** The COMMARCORSYSCOM and the PEO-GCS will review this MOA annually (60 days prior to the anniversary date) or at the request of any party for continuation, modification, or cancellation. With the consent of both parties, amendments to this agreement may be made at any time. Proposed amendments not agreed to by both parties will be forwarded to the MDA for decision. In the event funding for the LW155 is either reprogrammed or deferred, the COMMARCORSYSCOM and the PEO-GCS shall revise this MOA to reflect any modification of responsibilities and to reconcile funding.

c. **Cancellation.** Should either signatory want to cancel this memorandum, he shall provide at least three months written notification to the other signatories before the proposed date of termination.

_____

Joseph L. Yakovac Date
Major General, USA
Program Executive Officer for
Field Artillery Systems

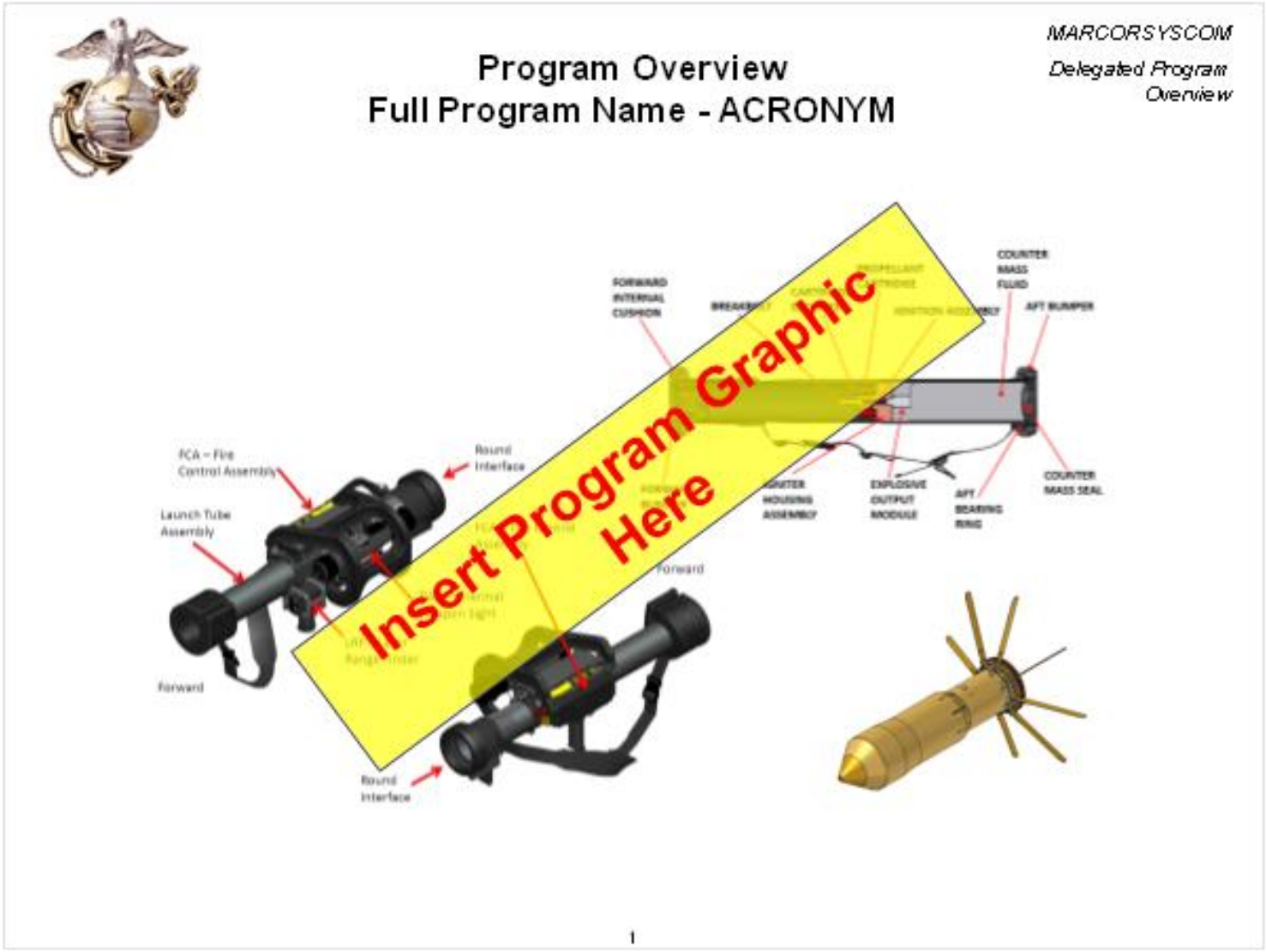
_____

William D. Catto Date
Brigadier General
Commander, Marine Corps Systems Command

_____

The Honorable John J. Young Date
Assistant Secretary of the Navy (RDA)

Enclosure (s). Delegated Program Review Templates



Slide (1 of 4)

Program Overview
Full Program Name - ACRONYM

MARCORSYSCOM

Delegated Program Overview

Description

- Capability Provided:
  - Insert a Capability/Requirements description here.
- System Description:
  - Insert a System description here.
- Integration/Interdependencies:
  - Insert a Integration/Interdependency description here.

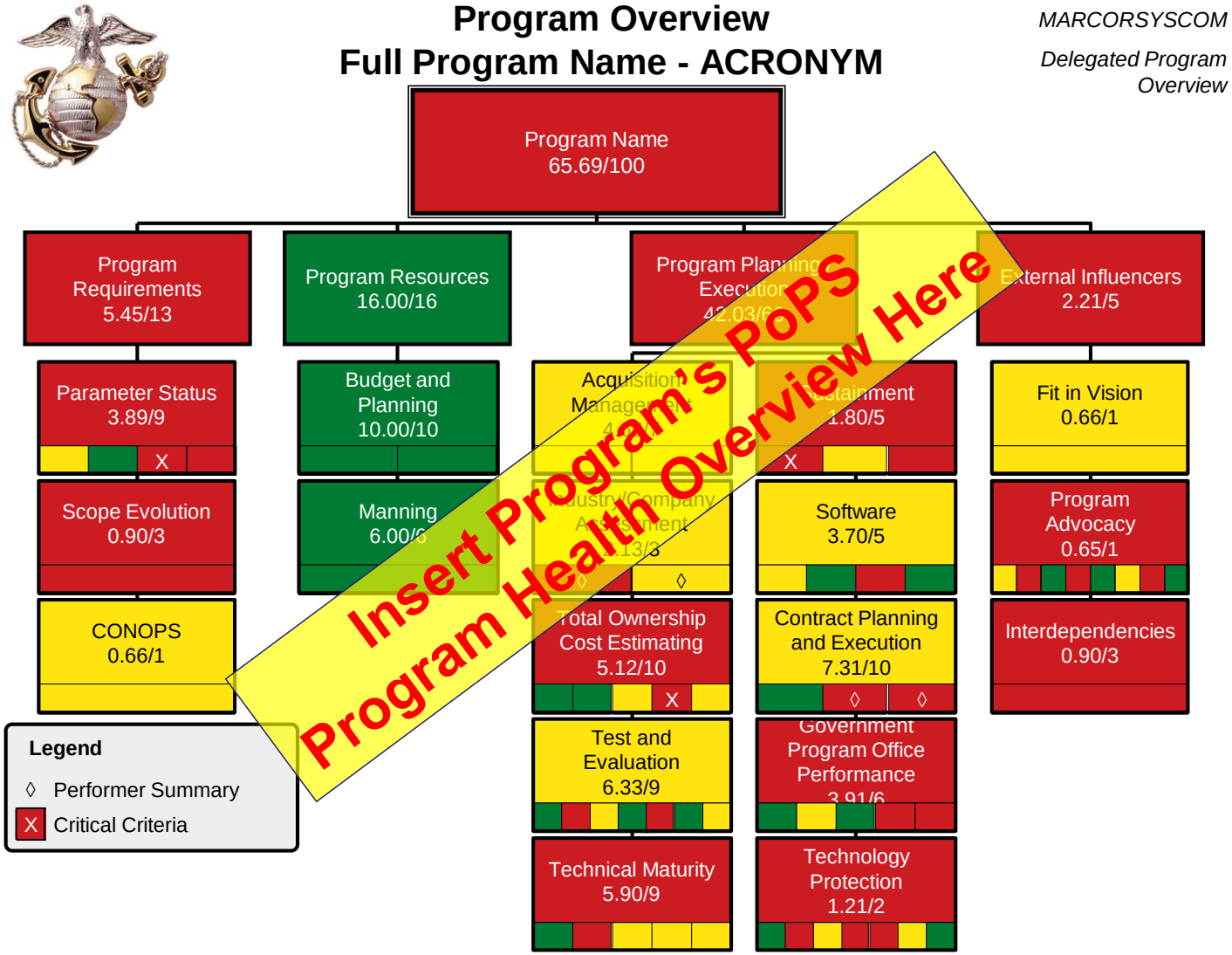
Acquisition Status

- ACAT: (insert ACAT here)
- Program Initiation Milestone & Date: MS, DD Mon YYYY
- Next Key Acquisition Event and Date: Event, DD Mon YYYY
- Contract Type & Approach:
- Government / Industry Performers:
- Next Demonstration/Test Event: (insert next major event & date)
- AAO: (insert AAO values here)
- Unit Cost: (insert unit cost here. If IT, modify to system cost)
- Service Life:
- Envisioned Disposal Date:

($ in Millions / Then Year)	Execution		Budget		FYDP				Total FYDP Years	To Comp*	Total
	Prior Years	Cur Yr FY	FY	FY	FY	FY	FY	FY			
RDT&E											
Current $ (PB YY)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Required $	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delta $ (Current - Required)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
PROCUREMENT											
Current $ (PB YY)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Required $	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delta $ (Current - Required)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
O&M											
Current $ (PB YY)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Required $	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delta $ (Current - Required)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
MILCON											
Current $ (PB YY)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Required $	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delta $ (Current - Required)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL											
Current $ (PB YY)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Required $	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delta $ (Current - Required)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
QUANTITIES											
Current (PB YY)	0	0	0	0	0	0	0	0	0	0	0
Required Qty	0	0	0	0	0	0	0	0	0	0	0
Delta Qty (Current - Required)	0	0	0	0	0	0	0	0	0	0	0

Milestone Schedule

Milestone	Objective Date	Threshold Date	PM Estimate Date
Milestone B	4/2008	10/2008	8/2008
SDD Contract Award	4/2008	10/2008	9/2008
Critical Design Review	7/2009	1/2010	12/2010
Milestone C	10/2010	4/2011	8/2011
LRIP Option Award	10/2010	4/2011	8/2011
IOT&E Start	4/2011	10/2011	10/2011
IOT&E Complete	7/2011	1/2012	12/2011
FRP Decision	10/2011	4/2012	2/2012
IOC	1/2013	7/2013	7/2012
FOC	1/2016	7/2016	4/2016


Program Overview
Full Program Name - ACRONYM
MARCORSYSCOM
Delegated Program Overview
Program Name
65.69/100
Program Requirements
5.45/13
Program Resources
16.00/16
Program Planning Execution
External Influencers
2.21/5
Parameter Status
3.89/9
Budget and Planning
10.00/10
Fit in Vision
0.66/1
Scope Evolution
0.90/3
Manning
6.00/6
Software
3.70/5
Program Advocacy
0.65/1
CONOPS
0.66/1
Total Ownership Cost Estimating
5.12/10
Contract Planning and Execution
7.31/10
Interdependencies
0.90/3
Test and Evaluation
6.33/9
Technical Maturity
5.90/9
Technology Protection
1.21/2
Legend
◊ Performer Summary
X Critical Criteria
Insert Program's PoPS Program Health Overview Here

Slide (3 of 4)

Program Explanations
Full Program Name - ACRONYM

MARCORSYSCOM

Delegated Program Overview

Provide high-level explanations of YELLOW, RED, or other criteria / risks / high-interest items below.

- Amplifying Program Status:
  - Program Requirements:
    - Metric (Color): Explanation of those areas under PoPS Program Requirements.
  - Program Resources:
    - Metric (Color): Explanation of those areas under PoPS Program Resources.
  - Program Planning / Execution:
    - Metric (Color): Explanation of those areas under PoPS Program Planning / execution.
  - External Influencers:
    - Metric (Color): Explanation of those areas under PoPS External Influencers.
  - High-Interest Items:
    - Metric (Color): Explanation of any high-interest, high-visibility interest items.
  - Other Program Updates:
    - Metric (Color): Explanation of any areas or status updates that the program wishes to high-light.

Enclosure (t). Glossary

Please see the DAU Glossary for a more extensive listing of acronyms.

Acronym	Referenced Phrase
AAO	Approved Acquisition Objective
AAP	Abbreviated Acquisition Program
AC CT	Assistant Commander, Contracts
AC LCL	Assistant Commander, Life Cycle Logistics
AC PROG ACPROG	Assistant Commander, Programs Assistant Commander, Programs (organization)
AC PS	Assistant Commander, Product Support
ACAT	Acquisition Category
ACC	Acquisition Community Connection
ACPROG C&A	Assistant Commander, Programs Cost & Analysis
ADM	Acquisition Decision Memorandum
AIS	Automated Information System
AOA	Analysis of Alternatives
AP	Acquisition Plan
APB	Acquisition Program Baseline
APBA	Acquisition Program Baseline Agreement
APGD	Assistant Product Group Director
APL	Acquisition Policy Letter
AS	Acquisition Strategy
ASN	Assistant Secretary of the Navy
ASN RDA	Assistant Secretary of the Navy for Research, Development, and Acquisition
AT&L	Acquisition, Technology & Logistics
BCA	Business Case Analysis
BCL	Business Case Lifecycle

Acronym	Referenced Phrase
BEA	Business Enterprise Architecture
BTA	Business Transformation Agency
BY	Base Year
C/S/P	Cost/Schedule/Performance
C4	Command, Control, Communications, and Computers
CA	Certification Authority
CAO	Competency Aligned Organization
CARD	Cost Analysis Requirements Description
CCA	Clinger-Cohen Act
CD	Competency Director
CD&I	Combat Development & Integration
CDD	Capability Development Document
CDR-A	Critical Design Review Assessment
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CM	Configuration Management
CMC	Commandant of the Marine Corps
COA	Course of Action
COMMARCORSYSCOM	Commander, Marine Corps Systems Command
CONOPS	Concept of Operations
COTS	Commercial Off-the-Shelf
CPD	Capability Production Document
CT	Contracts
DAG	Defense Acquisition Guidebook
DAP	Defense Acquisition Portal
DAU	Defense Acquisition University
DBS	Defense Business Systems
DBSMC	Defense Business Systems Management Council
DC RM	Deputy Commander, Resource Management

Acronym	Referenced Phrase
DC SIAT	Deputy Commander, Systems Engineering, Interoperability, Architectures, & Technology
DFM	Director, Financial Management
DM	Decision Memorandum
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DON	Department of the Navy
DOT&E	Director, Operational Test and Evaluation
DT	Developmental Testing
DTM	Directive-Type Memorandum
EA	Evolutionary Acquisition
ED	Executive Director
EMD	Engineering and Manufacturing Development
ENG	Engineering
ESOH	Environment, Safety & Occupational Health
EVM	Earned Value Management
FAQ	Frequently Asked Question
FD	Full Deployment
FDD	Full Deployment Decision
FM	Financial Management
FOC	Full Operational Capability
FRP DR	Full Rate Production Decision Review
FYDP	Future Years Defense Program
GO	General Officer
HQMC	Headquarters, Marine Corps
HW	Hardware
I&L	Installations and Logistics
IBR	Integrated Baseline Review

Acronym	Referenced Phrase
ICD	Initial Capabilities Document
ILA	Independent Logistics Assessment
IMDP	Integrated Milestone Decision Process
IMDPP	Integrated Milestone Decision Process and Policy
IMP	Integrated Master Plan
IMS	Integrated Master Schedule
IOC	Initial Operational Capability
IPA	Independent Program Assessment
IPPD	Integrated Product and Process Development
IPT	Integrated Product Team
IRB	Investment Review Board
ISP	Information Support Plan
IT	Information Technology
JCIDS	Joint Capabilities Integration and Development System
KAE	Key Acquisition Event
KBA	Knowledge Based Acquisition
KPP	Key Performance Parameter
LCCE	Life Cycle Cost Estimate
LCL	Life Cycle Logistics
LCSP	Life Cycle Sustainment Plan
LD	Limited Deployment
LDD	Limited Deployment Decision
LOA	Letter of Agreement
LOC	Letter of Clarification
LOGCOM	Logistics Command
LRIP	Low Rate Initial Production
M	Monitor
M&RA	Manpower and Reserve Affairs

Acronym	Referenced Phrase
MAGTF	Marine Air Ground Task Force
MARCORSYSCOM	Marine Corps Systems Command
MARCORSYSCOMO	Marine Corps Systems Command Order
MAT	Milestone Assessment Team
MC	Mission-Critical
MCBEO	Marine Corps Business Enterprise Office
MCOTEA	Marine Corps Operational Test & Evaluation Activity
MCPDM	Marine Corps Program Decision Meeting
MCSAMP	Marine Corps Single Acquisition Management Plan
MCTSSA	Marine Corps Tactical Systems Support Activity
MDA	Milestone Decision Authority
MDD	Materiel Development Decision
MDP	Milestone Decision Process
ME	Mission-Essential
MFR	Memorandum for the Record
MILCON	Military Construction
MIL-STD	Military Standard
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPT	Manpower, Personnel and Training
MS	Milestone
NSS	National Security System
O&M	Operations & Maintenance
O&S	Operations and Support
OA	Operating Agreement
OIPT	Overarching Integrated Product Team
OMB	Office of Management and Budget
ORD	Operational Requirements Document

Acronym	Referenced Phrase
OSD	Office of Secretary of Defense
OT&E	Operational Test & Evaluation
OTA	Operational Test Agency
P&D	Production and Deployment
P&R	Programs and Resources
PCA	Pre-Certification Authority
PCG	POM Coordinating Group
PCO	Procurement Contracting Officer
PDA	Program Decision Authority
PDR-A	Preliminary Design Review Assessment
PEO LS	Program Executive Officer Land Systems
PG	Product Group
PGD	Product Group Director
PIR	Post Implementation Review
PLCCE	Program Lifecycle Cost Estimate
PM	Program Manager
PMB	Performance Measurement Baseline
PMC	Procurement Marine Corps
PMO	Program Management Office
POA&M	Plan of Action and Milestones
POM	Program Objective Memorandum
PoPS	Probability of Program Success
POR	Program of Record (do not use in official correspondence or briefings)
PP&O	Plans, Policies and Operations
PPP	Program Protection Plan
PSM	Product Support Manager
PTL	Project Team Leaders
R&D	Research & Development

Acronym	Referenced Phrase
RDC	Rapid Deployment Capability
RDD	Rapid Development and Deployment
RDT&E	Research, Development, Test and Evaluation
RFP	Request for Proposal
RMB	Risk Management Board
RTO	Requirements Transition Officer
RTP	Request to Participate
RTT	Requirements Transition Team
SBT	Strategic Business Team
SDS	System Design Specification
SECNAVINST	Secretary of the Navy Instruction
SEP	Systems Engineering Plan
SES	Senior Executive Service
SETR	Systems Engineering Technical Review
SIAT	Systems Engineering, Interoperability, Architectures, and Technology
SON	Statement of Need
SOW	Statement of Work
SW	Software
SYSCOM	Systems Command
T	Test
T&E	Test and Evaluation
TD	Technology Development
TEMP	Test and Evaluation Master Plan
TOPIC	The Online Project Information Center
T-POM	Tentative POM
TRL	Technology Readiness Level
TY	Then Year

Acronym	Referenced Phrase
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, Logistics
USMC	United States Marine Corps
UUNS	Urgent Universal Needs Statement
WBS	Work Breakdown Structure
WIPT	Working Integrated Product Team
WMD	Workforce Management and Development