



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, D.C. 20350-2000

PR 05-1 IN REPLY REFER TO
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5 Feb 03

MEMORANDUM FOR DISTRIBUTION

Subj: NAVY PROGRAM DEVELOPMENT PROCEDURES FOR PROGRAM
REVIEW (PR-05)

Ref: (a) SECNAV Memorandum of November 26, 2002 - FY 2005
Resource Management Process

Encl: (1) Focused Issue Summary
(2) PDM Directed Studies
(3) Major Briefs and Deliverables
(4) Summary of PR-05 Calendar
(5) PR-05 Calendar PowerPoint Brief (sep cover)
(6) Future Serials

1. Introduction. POM-04 was the first step in transitioning the PPBS process. It was a collaborative effort on the part of the Navy/Marine Corps staffs, the Fleet, and the Secretariat to produce a program that effectively meets today's threats and invests in tomorrow's warfighting capability. PR-05 needs to continue this transition, especially in the area of collaboration.

2. Purpose. Provide programming procedures and a preliminary integrated calendar for development of the Fiscal Years 2005-2009 Program Review (PR-05).

3. Objectives. In keeping with the CNO's overarching strategy, we will pursue the following objectives in PR-05:

a. Invest in CNO established priorities and accelerate transformation. PR-05 should be viewed in a dramatically different light and as the next step in the evolving program and budget process. Accordingly, during PR-05 development, we must remain focused on the CNO's top priorities, which include current readiness (the ability to surge, sustain and reconstitute the force), recapitalization and modernization. In addition, we will aggressively pursue infrastructure and manpower management efficiencies across the enterprise, harvest associated savings and reinvest in the accelerated transformation of our Naval Warfighting capability.

Subj: NAVY PROGRAM DEVELOPMENT PROCEDURES FOR PROGRAM
REVIEW (PR-05)

b. Streamline and simplify the PPBS process in the PR year.
In developing this year's program, we will simplify and streamline the process by conducting a "Program Review" within a clearly defined set of constructs. Specifically, we will not re-baseline the entire program or revisit significant decisions made in POM-04. Rather, we will address only compelling programmatic deficiencies that emerge from:

(1) Fully developed/developing operational concepts (e.g. Joint Operational concepts and Global CONOPS).

(2) "Fact of Life" requirements that impact existing program execution such as changes in program pricing.

(3) PBD/PDM directives. We will address these programmatic disconnects as well as all other categories through the Focused Issue process described later in this document.

c. Set the stage for POM-06 and limit programmatic churn.
PR-05 is intended to pave the way to POM-06 by maintaining the momentum and progress made in the POM-04 program to keep readiness "about right" while simultaneously recapitalizing the Navy with a balanced manpower account. As part of this effort, Navy internal fiscal guidance will not be issued and the Program of Record (POR), as reflected in the FY 2004 President's Budget (PB-04) will serve as the top line for all programs assessed. Moreover, when developing investment alternatives in PR-05, the POR will be the investment floor for Aircraft Procurement, Navy (APN), Shipbuilding and Conversion, Navy (SCN), and National Defense Sealift Fund (NDSF) appropriations.

d. Elevate visibility of initiatives to control cost and requirement growth in all investment categories. A separate serial will define the process and assign responsibilities for vetting and approving specific programmatic action to liquidate existing wedges, eliminate lower priority programs (vertical kills/divestitures), or target future reductions in areas of acceptable risk. Particular attention will be given in PR-05 to identifying opportunities to reduce military, civilian and contractor end strength while preserving mission readiness.

Subj: NAVY PROGRAM DEVELOPMENT PROCEDURES FOR PROGRAM
REVIEW (PR-05)

4. Significant Changes To PR-05. PR-05 should be viewed as an evolutionary process connecting us to POM-06. Significant changes include:

a. Focused Issue Process - In PR-05, changes to the POR will be made only to address programmatic deficiencies resulting from the development of officially approved Focused Issues. Focused Issue development and final adjudication can be broken into five phases:

(1) Issue Identification - Capability Sponsors review the results of the preceding POM and develop a set of Focused Issues that address known program deficiencies. As mentioned above, these issues will be limited to compelling programmatic deficiencies that emerge from the development of operational concepts, "Fact of Life" requirements that impact existing program execution, PBD/PDM directives that must be resolved in PR-05 or significant program growth. For investment programs, the program manager/SYSCOM cost estimate will be the foundation for pricing issues associated with changes to the POR. Program managers/SYSCOM cost estimators should be prepared to justify these estimates. In addition, they must be considered a higher priority than the existing program, or be directed by CNO/SECNAV.

(2) Initial Approval - Capability Sponsors will present potential Focused Issues to the Navy Board of Directors (BOD), and/or the Navy Marine Corps Board (NMCB) (when the issue cuts across Navy and Marine Corps equities) for approval. This approval is an endorsement of the urgency of the issue and indicates that senior leadership believes that the issue warrants investigation as part of the program review. For PR-05, phase 1 (Identification) and phase 2 (Initial Approval) are complete and enclosure (1) lists officially approved Focused Issues.

(3) Issue Development - Capability and Assessment Sponsors will develop approved Focused Issues, conduct gap analysis against the program of record and develop specific programmatic options in their Capability Plans to be presented to the BOD or NMCB for arbitration.

Subj: NAVY PROGRAM DEVELOPMENT PROCEDURES FOR PROGRAM
REVIEW (PR-05)

(4) BOD/NMCB Arbitration - A roll up of developed Focused Issues will be compiled by N80, Capability and Assessment sponsors and presented to the BOD/NMCB. For each Focused Issue presented, the BOD will recommend one of the three following courses of action to the CNO:

(a) Resourcing in PR-05

(b) Deferral to POM-06

(c) Vertical elimination

(5) Focused Issue CEB - N80, with the assistance of Capability/Assessment sponsors will present the BOD/NMCB approved recommendations to CNO for final approval. Capability/Assessment sponsors will work closely with N80 in the development of the Focused Issue briefs to CNO.

b. Program Budget Integration. For PR-05, review of programs in terms of future mission capabilities alternatives, validated pricing/performance models, and Level-of-Effort (LOE) changes will be utilized. These three pillars represent the program level of detail required to develop the DON program/budget. Capability Sponsors will be responsible for reporting the status of their programs within the context of these pillars. During the review of these pillars, the Focused Issues should be identified for incorporation into the integrated Investment Strategy and CNO Programming Guidance.

(1) Future Mission Capabilities Alternatives - Future Mission Capabilities, as reflected in major investment and R&D accounts, should comprise not less than 34% of Navy Total Obligation Authority (TOA). Capability management decisions on investment alternatives should focus on capability-based requirements assessed through the campaign analysis based on scenarios defined by N7.

(2) Pricing/Performance Models - Approved performance models will be used to link pricing, performance and resources. Performance levels will be maintained at FYDP 04 levels unless

Subj: NAVY PROGRAM DEVELOPMENT PROCEDURES FOR PROGRAM
REVIEW (PR-05)

approved by Navy leadership. Once validated and accredited, models will reflect consensus among all stakeholders and will be the basis for resource allocation decisions. It is critical that we invest the time and resources to get the models right in PR-05. Accredited models are the critical path to streamlining this process in POM-06. A Serial addressing pricing/performance models for PR-05 will be forthcoming.

(3) Level-of-Effort - (LOE) programs today represent approximately 11% of Navy TOA and are defined as those programs that currently do not lend themselves to either pricing/performance-based models or capability/investment alternative analysis. In general, requirements for LOE programs are based primarily on historical execution levels. In conjunction with several parallel efforts such as Sea Enterprise and Skunkworks, LOE programs will be subject to disciplined review by the 3 star BOD and targeted for efficiencies during PR-05. In addition, we will identify programs currently managed as LOE for transition to performance model management where appropriate. A separate Serial describing the process and assigning responsibilities for leading the review of LOE programs in PR-05 will be forthcoming.

c. Wedges - During previous reviews within the Department, savings assumptions were introduced as savings wedges in the POR based on cost reduction initiatives in acquisition, operations, business processes and infrastructure management. Additionally, wedges were created at the corporate level to accommodate programmatic balancing adjustments during closeout of PB04. In PR-05, all wedges will be clearly identified and linked to savings initiatives where possible. We will develop a wedge liquidation strategy for those deficiencies not directly tied to viable cost reduction efforts using savings that evolve from the Sea Enterprise and Skunkworks processes. A separate Serial will be forthcoming that will outline specific processes, roles, and responsibilities for wedge liquidation.

d. Investment Strategy - Based on the results of Focused Issue development, gap analysis and an enterprise wide assessment of warfighting requirements and capabilities, N81

Subj: NAVY PROGRAM DEVELOPMENT PROCEDURES FOR PROGRAM
REVIEW (PR-05)

will produce an Investment Strategy in March that will provide a fiscally balanced set of programmatic options that will become the basis for Navy Programming Guidance. The Investment Strategy will replace the CNO Program Assessment Memorandum (CPAM) for PR cycles. There will be both a CPAM and an Investment Strategy in POM years.

e. Combined Program/Budget Database - In support of PR-05 and future program development cycles, we will utilize a single POM/Budget database called Program Budget Information System (PBIS) to consolidate the current programming and budgeting audit trails (WINPAT and NBTS). PBIS will be the principle tool through which all stakeholders interact during DON POM/Budget development.

f. Investment Pricing Validation Team (This is NEW and CRITICAL) - In order to identify significant pricing issues early in program development, the Office of Budget (FMB) will lead the Investment Pricing Validation Team (IPVT), comprised of OPNAV, ASN (RD&A) and SYSCOM staff, to conduct pricing reviews with all program managers. These reviews will take place February through March and results, including the drivers of any cost increases, will be considered by the BOD prior to incorporation into the development of the CNO's Investment Strategy. Details of this review will be issued in separate FMB guidance.

g. Fiscal Accountability/Responsibility - The responsibility for requirement development, resource sponsorship and program execution currently resides in different organizations across the enterprise, blurring lines of fiscal responsibility. As a part of our effort to comply with SECNAV guidance to align near term resource management with those organizations responsible for execution, N8 will coordinate an effort with N4, N7 and CFFC to determine the feasibility of transferring resource management functions and responsibility of Fleet Operations and Maintenance (OMN) to CFFC.

h. Naval Capability Plans (NCPs) - Naval Capability Plans identify and prioritize requirements within four warfighting and

Subj: NAVY PROGRAM DEVELOPMENT PROCEDURES FOR PROGRAM
REVIEW (PR-05)

14 readiness and support capability domains. NCPs should capture total ownership costs. This point cannot be overemphasized and should be highlighted in every brief given to leadership. NCPs replace Baseline Assessment Memoranda (BAMs) and Integrated Warfare Architectures (IWARS) and will be the method by which Mission Capability Packages (MCPs) are aggregated by Sea Power 21 pillars within N6/N7. Not all NCPs will be complete for PR-05. The most current NCP should be used for PR-05.

i. Sponsor Change Proposals (SCPs) - In PR-05, sponsors will recommend necessary programmatic changes to the POR to accommodate CNO direction resulting from Focused Issue adjudication. SCPs will be developed within the guidelines established in the PR-05 Programming Guidance and N81 Investment Strategy. In a PR year, SCPs will replace Sponsor Program Proposals (SPPs).

5. Roles and responsibilities

a. Capability Sponsor's Role - Capability Sponsors are responsible for developing and maintaining CNO approved NCPs within designated capability domains to identify and prioritize current and future warfighting, readiness and support requirements. NCPs should be defined in terms of outcomes, derived analytically using assumptions, scenarios and models consistent with those underlying the campaign analyses that form the basis for warfighting capability priorities. N81 will be responsible for maintaining a centralized source of information on approved models, assumptions, and data. N3/5 will maintain cognizance of approved conops and scenarios. Capability Sponsors will coordinate requirements identification with the OPNAV staffs, the Fleet and Acquisition communities. Capability Sponsors will perform a gap analysis between Naval Capability Plans and POR to identify and prioritize requirements shortfalls. For PR-05, final NCPs are not required except to address identified Focused Issues. However, Capability Sponsors should be prepared to articulate what the POR achieves in terms of output metrics, what is required by DPG or other strategic guidance, and "gaps" between the POR and required metrics in order to actively participate in trade-off decisions during the

Subj: NAVY PROGRAM DEVELOPMENT PROCEDURES FOR PROGRAM
REVIEW (PR-05)

PR-05 process. N4, in collaboration with CFFC, is responsible for readiness, logistics and infrastructure; N6/N7 is responsible for future warfighting capabilities; N1 is responsible for manpower requirements; and 00T is responsible for training.

b. Board of Directors (BOD) and Navy Marine Corps Board (NMCB) decision forums - The BOD will be an OPNAV senior executive forum with Marine Corps, Fleet and Secretariat participation. The role of the BOD in a PR year will be to approve the initial set of Focused Issues, arbitrate developed Focused Issues and forward investment options to CNO for final adjudication. In addition, a joint three-star decision forum known as the Navy Marine Corps Board (NMCB) will perform the same functions for major decision issues that include both Navy and Marine Corps equities.

6. Program Efficiencies. We will pursue efficiencies through the Sea Enterprise initiative implemented in November 2002. The objective of this initiative is to capture efficiencies by applying lessons from the commercial sector to organizational alignment, targeting areas for improvements and prioritizing investments. N4 is leading this review in PR-05 and will determine what savings we can achieve in order to reprogram funds as we proceed to meet CNO's objectives. Additionally, we will continue an OPNAV "Skunkworks" initiative co-chaired by N81 and N82. Working for and reporting to N4, Skunkworks will support Sea Enterprise in identifying new cost savings initiatives for PR-05. The Skunkworks effort in PR-05 will strive to avoid creating unrealistic savings assumptions. A separate Serial will be issued to stand up the Skunkworks team and to ensure review, approval and reflection in PR-05.

7. PDM Studies. POM-04 Program Decision Memorandum (PDM) directed a total of 29 studies be conducted over the next year to support development of PR-05. Of the 29 studies, four are Navy lead and 12 others have direct Navy interest. Enclosure (2) lists all of the PDM directed studies and identifies those with Navy lead and Navy interest. Studies with significant Navy interest include Sea Based missile Defense, TLAM-N, Non-Fixed

Subj: NAVY PROGRAM DEVELOPMENT PROCEDURES FOR PROGRAM
REVIEW (PR-05)

Wing Aviation, Forcible Entry Operations, Low-Density/High-Demand (LD/HD) Capabilities and Unmanned Combat Air Vehicle (UCAV). These studies deserve special attention during our PR-05 review and should be specifically addressed during Capability Plans and SCP briefs to Navy leadership.

8. Major Briefs and Deliverables. There will be a series of briefs and products required throughout PR-05 to articulate and measure the progress of Capability Sponsor reviews, Investment Strategy options, Programming Guidance, Sponsor Change Proposals (SCPs) and final balance options. Enclosure (3) summarizes expected deliverables and anticipated due dates.

9. Enterprise Communication Plan. Given the magnitude of procedural changes being made during PR-05, it is critical that the process be clearly articulated to every level. To ensure we successfully communicate the details of this new process, we will develop a communications plan that will include a series of briefs and emails to all stakeholders in the PPBS process. Our intent is to ensure all players fully understand their roles and missions during this transition period.

10. POM-06. As previously mentioned, PR-05 is the bridge to POM-06 as we continue to implement the CNO's goals of protecting readiness levels while simultaneously recapitalizing and transforming the Navy. Your efforts are playing a pivotal role in fulfilling our bold, new vision for the future: Sea Power 21. Exploiting business efficiencies, dampening the tendency to make major programmatic changes without compelling reasons and continuing to focus on priorities we established during POM-04 are critical to the PPBS process. Only then will we be able to achieve a balanced program that enables us to execute our expeditionary role today while preparing for the contingency operations of tomorrow.

11. PR-05 Calendar and Serials. The PR-05 calendar is provided in enclosures (4) and (5). Electronic updates to the calendar will be promulgated as changes occur. Future updates to the calendar will be promulgated directly from N801. Forthcoming Serials with expected distribution dates are provided in

Subj: NAVY PROGRAM DEVELOPMENT PROCEDURES FOR PROGRAM
REVIEW (PR-05)

enclosure (6). Any questions concerning the schedule should be directed to CDR Brian Drapp (N801C) at (703) 614-9713 or LCDR Mark Murphy (N801C1) at (703) 614-9285.



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Subj: NAVY PROGRAM DEVELOPMENT PROCEDURES FOR PROGRAM
REVIEW (PR-05)

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N785, N789, N091M, N911, N931, N958, N960)

FOCUSED ISSUE SUMMARY

Issue	Lead Navy/USMC	Issue Description	Focus Systems
Ordnance Capability Assessment	N4	Review stockpile capability, maintenance and quality and logistics requirements, and fleet ordnance support.	PGM, bomb/fuses, JDAM/GBU kits
Surge Force Construct	N4/PP&O	Determine resources required to surge, sustain, and reconstitute the force, vice basing requirements on historical peacetime steaming.	CVBG/Air, ARG /Amphibious assault force, Expeditionary force requirements, and Joint Tactical training center requirements.
BOS	N4	Establish installation management standards & metrics.	Installations
Sea Shield	N701/PP&O	Develop comprehensive CONOPS for organic mine countermeasures, Theater Air Missile & Homeland defense	Organic mine countermeasure systems, mission modules, force structure requirements
Sea Strike	N702/AVN	TACAIR integration concept development to include reserve force integration	CBR/AESA, ATFLIR, MIDS, JHMCS JSF Profile, AEA, MV-22, Ramp Rates, Transport Aircraft, UAV/UCAV, AV8 PAA
Sea Basing	N703/MCCDC	Develop CONOPs for expeditionary warfare and Sea Basing to include lift balance across platforms, fire support balance among force elements and force structure requirements.	LHA, MPF, CAS, NSFS, USMC artillery C4SR, HSV
ForceNet	N2/N704/MCCDC	Develop overall construct, network security requirements and metrics. Identify long-term investment to sustain EP-3, MMA, and UAV.	Various IT systems; EP-3, MMA, UAV
Woman at Sea	N1	Develop plan to align female berthing requirements at sea to accommodate changes in force structure and DD/LHA decommissioning.	Force structure
Sea Warrior	N1	Develop systems and organization that enables Navy to implement sea warrior by Improving Workforce skills, implement a revolution in training, and develop Sailor Advocacy through interactive leadership	Various Web based systems and organizational structure.

PDM Directed Studies		Due Date
Sea-Based Missile Defense	Navy Lead	15 Mar 03
Realistic Targets for Operational Test and Evaluation and Unit Readiness Training	Navy Lead	25 Mar 03
Tomahawk Land-Attack Missile, Nuclear (TLAM-N)	Navy Lead	01 Apr 03
JFCOM Theater C4 Modernization	Navy Lead	01 May 03
Joint Operations Study	Navy Interest	01 Mar 03
Combat Search and Rescue	Navy Interest	01 Mar 03
Non-Fixed Wing Aviation	Navy Interest	01 Mar 03
Navy Fence	Navy Interest	15 Mar 03
Combating Terrorism	Navy Interest	31 Mar 03
Forcible Entry Operations Study	Navy Interest	31 Mar 03
Special Operations Forces	Navy Interest	02 May 03
Barracks	Navy Interest	31 May 03
Science & Technology	Navy Interest	01 Jun 03
AT/FP & Chem Bio Standards	Navy Interest	15 Jun 03
Low-Density/High-Density Capabilities	Navy Interest	15 Jun 03
Unmanned Combat Air Vehicle	Navy Interest	01 Aug 03
Objective Force	Other	15 Jan 03
CBDP Procurement	Other	31 Jan 03
Executive Agency	Other	31 Jan 03
Tanker Leasing	Other	01 Mar 03
Air Force Study Follow-On	Other	15 Mar 03
Evolved Expendable Launch Vehicle	Other	15 Mar 03
E-3 AWACS OPTEMPO Sustainment	Other	20 Mar 03
E-8 JSTARS	Other	30 Apr 03
C4 for Continuity of Government Study	Other	01 May 03
SBR Plan	Other	30 Jun 03
Stryker Brigade Combat Teams	Other	01 Jul 03
SBR - Tradeoff Analysis	Other	30 Nov 03
TCS Launch	Other	31 Oct 04

MAJOR BRIEFS AND DELIVERABLES

1. Briefs for PR-05 will begin with Capability Sponsor presentations to the BOD, NMCB and CNO during February and March. N81/80 will develop and brief the Investment Strategy and Programming Guidance to the same forums, respectively. N1, N4, N7, OOT Capability Sponsors will then brief and deliver their SCPs. Finally, N8 will brief PR-05 balance options. Prior to final program/budget submission to OSD, FMB will conduct a series of briefs to senior DoN leadership. The following table lists the times for major events and briefs for the PR-05 process.

a. Major BOD Briefs

- (1) ISCP/Focused Issue Briefs (N1, N2, N4, N7) - Feb/Mar
- (2) PDM Studies (N1, N2, N4, N7, etc) (N81) - Mar
- (3) Integrated Investment Strategy (N81) - Mar

b. Integrated PR-05 Balance Brief (N8) - May

c. Major Briefs to NMCB

- (1) Focused Issues Briefs (cross-service issues) (N4, N7) - Feb/Mar
- (2) PDM Studies N1, N2, N4, N7, etc (N81) - Mar
- (3) TACAIR Integration Extension - Mar
- (4) Integrated PR-05 Brief (N8) - May

d. Major Briefs to CNO

- (1) ISCP/Focused Issues Briefs (N1, N2, N4, N7, etc) - Feb/Mar
- (2) Integrated Investment Strategy (N81) -Mar
- (3) SCP (N1, N2, N4, N7, etc) - Apr
- (4) Integrated PR-05 Brief (N8) - May

Encl (3)

(5) Capability Impacts - Jun N1, N2, N4, N7 etc.

e. Major FMB Briefs to BOD/NMCCB/SECNAV/CNO/CMC (mid Jul - mid Aug)

- (1) BES-05 Brief #1 (Manpower)
- (2) BES-05 Brief #3 (Readiness)
- (3) BES-05 Brief #2 (Investment)
- (4) BES-05 Brief #4 (APN/SCN)
- (5) BES-05 Final Brief

f. Major FMB Dates

- (1) 02 Jun - Locked, Integrated Program to FMB
- (2) 01 Aug - 1st Brief to SECNAV (Manpower)
- (3) 05 Aug - 2nd Brief to SECNAV (Readiness)
- (4) 07 Aug - 3rd Brief to SECNAV (Investment)
- (5) 11 Aug - 4th Brief to SECNAV (APN/SCN)
- (6) 14 Aug - Final Brief to SECNAV/CNO/CMC
- (7) 22 Aug - Locked Program/BES to OSD

SUMMARY OF PR-05 CALENDAR

31 Jan	N00T capabilities Plan to BoD
03-23 Feb	Investment Pricing Validation Team (IPVT) stands up. Members include FMB/RDA/OPNAV and SysComs
04-11 Feb	N7 ISCP Brief to CNO
05 Feb	N1/N00T Capabilities Plan and Focused Issues to CNO
07 Feb	OBOS Brief to BoD (N4)
14 Feb	Issue Performance Models Serial (N81)
18 Feb	N1 Capabilities & Focused Issues to BoD
19 Feb	Issue Skunkworks Serial/Promulgate Level of Effort Data Call (N81)
20 Feb	Readiness Brief to BoD (N4)
21 Feb	Issue Pricing Serial (N80)
24 Feb	OBOS Brief to CNO (N4)
25 Feb	N1 Capabilities & Focused Issues to CNO
26 Feb	Issue SCP Presentation Serial (N80)
27 Feb	Readiness Brief to CNO (N4)
28 Feb	Performance Model Baseline Survey Completed (RS)
1 Mar	Promulgate Level of Effort Data Call
1 Mar	Submit Performance Model V+V Plans
31 Jan- 21 Mar	Develop Integrated Investment Strategy (N81)
10 Mar	Draft Integrated Investment Strategy Option to BoD (N80/81)
13 Mar	Draft Integrated Investment Strategy to CNO (N80/81)
14 Mar	Performance Models Status and Confidence Levels Brief to BoD (N81)
15 Mar	Review and Approve V&V Plans
17 Mar	Integrated Investment Strategy Brief to CNO (N80/81)
19 Mar	Issue PR-05 Programming Guidance (N80/81)
11 Mar- 30 Apr	SCP Development (Resource Sponsors)
28-29 Mar	PDM Studies Briefs to BoD & NMCB (N81)
31 Mar	Model Pricing through Budget Guidance Manual (FMB)
01 Apr	Services Identify Model Drivers (FMB)
15 Apr	Performance Model Run Results; Personnel Levels Identified for Pricing; Implied Performance Resources Established
23 Apr	SCP Brief to CNO (N7)/Minor RS Brief to N80
24 Apr	SCP Brief to CNO (N4)/Minor RS Brief to N80
25 Apr	SCP Brief to CNO (N1/N00T)/Minor RS Brief to N80
28 Apr	Electronic Programs due to N80
1 May-11 Jun	PR-05 Balance
02 May	PR-05 Brief to BoD (N80)
06 May	CNO PR-05 Brief (N80)
09 May	CNO PR-05 Brief (N80)
15 May	Services Identify Change Alternatives to FMB
19 May	CNO PR-05 Update (N80)
21 May	DLB PR-05 Brief (N80)
23 May	Final PR-05 Brief to CNO (N80)
29 May	PR-05 Lock
31 May	Personnel Budgets Submitted
02 Jun	Deliver PR-05 to FMB/Investment Budget Submission
06 Jun	Final Service Recommendations on Performance Model Programs, Level of Effort Changes & Investment Alternatives to FMB
1-15 Aug	PR-05 Briefs to SECNAV/CNO/CMC
22 Aug	DoN Prog/Budget Submission to OSD/OMB

PR-05 Future Serials Schedule

07 Feb	Issue Investment Pricing Validation Team (IPVT) Guidance (FMB)
14 Feb	Issue Performance Models Serial (N81)
19 Feb	Issue Skunkworks Serial/Promulgate Level of Effort Data Call (N81)
21 Feb	Issue Pricing and Rates Serial (N80)
26 Feb	Issue SCP Submission and Presentation Serial (N80)
04 Mar	Issue Wedges Serial (N80)
19 Mar	Issue PR-05 Programming Guidance (N80/81)