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**Part 1**  
**Acquisition Management Process**

- References:
- (a) DoD Directive 5000.1, "Defense Acquisition," 15 Mar 96 (NOTAL)
  - (b) DoD Regulation 5000.2-R, "Mandatory Procedures for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) Acquisition Programs," 15 Mar 96 (NOTAL)
  - (c) NAVSO P-35, "DON Publications and Printing Regulations," May 79 (NOTAL)
  - (d) OPNAVINST 5290.1A, "Naval Imaging Program (NAVIMP) Policy and Responsibilities," 27 Apr 90 (NOTAL)
  - (e) SECNAVINST 5420.188D, "Program Decision Process," 31 Oct 95 (NOTAL)
  - (f) DoD Directive 8000.1, "Defense Information Management (IM) Program," 27 Oct 92 (NOTAL)

**1.1 Purpose**

**1.1.1 General Purpose**

This part establishes a model for managing all Department of the Navy (DON) acquisition programs, including information technology (IT) acquisition programs. IT acquisition programs include: automated information system (AIS) programs and IT projects such as implementation of Electronic Commerce/Electronic Data Interchange (EC/EDI), networks, Defense Messaging System, base-level infrastructure, etc., if not already approved as a part of a Department of Defense (DoD)-wide program. The management model acknowledges that every acquisition program is different and the program manager (PM) and the milestone decision authority (MDA) shall structure the program to ensure a logical progression through a series of phases designed to reduce risk, ensure affordability, and provide adequate information for decision-making. See references (a) and (b) for further implementation requirements for all DON programs.

**1.1.2 Specific Application**

The acquisition process defined in this instruction applies to all DON programs managed by DON organizations, including activities operating on a reimbursable, non-appropriated, or cost-recovery basis. It also applies to programs funded from the Foreign Military Sales Administrative Fund. IT programs funded by direct citation of funds from one or more Foreign Military Sales case(s) are exempt.

Acquisition of electronic publishing, printing, and micropublishing equipment and services which are subject to the

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Congressional Joint Committee on Printing notification requirement, shall be managed concurrently under both this instruction and reference (c). This instruction does not apply to Visual Information Equipment (VIE), which includes Interactive Videodisc Systems which are governed by reference (d).

## **1.2 Overview of the Acquisition Management Process**

In accordance with reference (e), acquisition coordination teams (ACTs) shall be established by the PM (or the Program Executive Officer (PEO), Systems Command (SYSCOM) Commander, or Direct Reporting Program Manager (DRPM) if the PM has not yet been designated) in coordination with the cognizant Deputy Assistant Secretary of the Navy (DASN) (Research, Development and Acquisition) (RD&A) for acquisition category (ACAT) IC and II programs; ACTs are encouraged for ACAT III and IV programs. The ACT, which is a DON-developed concept, in many respects performs the same roles that the overarching integrated product team (OIPT) and the working-level integrated product team (WIPT) perform for ACAT ID programs. The ACT does not replace the need for a functional integrated product team(s) (IPT), which is intended to address specific functional issues and which may be the only type of team associated with an ACAT III or IV program. The ACT is a team of stakeholders from the acquisition, requirements generation, and planning, programming, and budgeting communities who represent the MDA's principal advisors for a given program. The ACT will participate early and continuously with the PM to develop and implement the acquisition strategy and resolve issues at the earliest time and lowest level.

At program initiation, the PM shall propose, and the MDA shall approve, the appropriate milestones and discretionary information needed in addition to the mandatory information for each milestone. Prior to each subsequent milestone, the PM shall provide the MDA with the opportunity to review and verify the information needs for that particular milestone in view of the program's status. For those programs where an ACT exists, the ACT shall be used to assist the PM in developing the appropriate milestones and milestone information proposal. The PM is encouraged to use the IPT for this purpose when an ACT does not exist. See paragraph 1.4 for more detailed requirements on the milestone and milestone information tailoring concept.

See reference (b), paragraph 1.2, for implementation requirements for all DON programs.

## **1.3 Categories of Acquisition Programs and Milestone Decision Authorities**

Upon initiation, size, complexity, and risk shall generally determine the category of an acquisition program. The categories are:

1. ACAT I - Major Defense Acquisition Programs (MDAPs)

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2. ACAT IA - Major Automated Information System (MAIS) Acquisition Programs

3. ACAT II - major systems

4. ACAT III - selected weapon system and IT ACAT acquisition programs

5. ACAT IV - all other weapon system and IT ACAT acquisition programs that do not meet the criteria of paragraphs 1.3.6.1 or 1.3.6.2

As used in this instruction, a "weapon system" is an overarching term that applies to a host platform (e.g., ship, aircraft, missile, weapon), combat system, subsystem(s), component(s), equipment(s), hardware, firmware, software, or item(s) that may collectively or individually be a weapon system acquisition program (i.e., all programs other than information technology programs).

For ACAT programs that are also joint programs, see enclosure (3), paragraph 3.3.5.3, for implementation requirements.

The DON Acquisition Executive (NAE), in consultation with the DON Chief Information Officer (CIO), shall resolve any question of classification of a program, or potential program, as a weapon system or IT program.

### **1.3.1 ACAT I**

ACAT I programs are MDAPs. An MDAP is defined as a program estimated by the Under Secretary of Defense (Acquisition and Technology) (USD(A&T)) to require eventual expenditure for research, development, test, and evaluation of more than \$355 million (Fiscal Year (FY) 1996 constant dollars) or procurement of more than \$2.135 billion (FY 1996 constant dollars), or those otherwise designated by the USD(A&T) to be ACAT I. ACAT I programs have two sub-categories. The USD(A&T) designates programs as ACAT ID or ACAT IC. See reference (b), paragraph 1.3.1, for implementation requirements for DON ACAT I programs.

#### **1.3.1.1 ACAT ID (Defense Acquisition Board Programs)**

The Under Secretary of Defense (Acquisition and Technology) (USD(A&T)) is the MDA for ACAT ID programs.

#### **1.3.1.2 ACAT IC (Component Programs)**

The Assistant Secretary of the Navy (Research, Development and Acquisition) is designated the MDA for ACAT IC programs.

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### **1.3.2 ACAT IA**

ACAT IA programs are Major Automated Information Systems (MAISs). A MAIS is estimated by the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) (ASD(C3I)) to require program costs for any single year in excess of \$30 million (FY 1996 constant dollars), total program costs in excess of \$120 million (FY 1996 constant dollars), or total life-cycle costs in excess of \$360 million (FY 1996 constant dollars), or those otherwise designated by the ASD(C3I) to be ACAT IA. ACAT IA programs have two sub-categories. The ASD(C3I) designates programs as ACAT IAM or ACAT IAC. See reference (b), paragraph 1.3.2, for implementation requirements for DON ACAT IA programs.

#### **1.3.2.1 ACAT IAM (MAIS Review Council Programs)**

The CIO in the Office of the Secretary of Defense (ASD(C3I)) is the MDA for ACAT IAM programs.

#### **1.3.2.2 ACAT IAC (Component Programs)**

The ASN(RD&A) or designee is designated the MDA for ACAT IAC programs.

### **1.3.3 ACAT II**

ACAT II programs are major system programs that do not meet the criteria for an ACAT I program. A major system is defined as a program estimated by the Secretary of the Navy, as delegated to ASN(RD&A), to require eventual expenditure for research, development, test, and evaluation of more than \$140 million (FY 1996 constant dollars) or procurement of more than \$645 million (FY 1996 constant dollars), or those designated by the Secretary of the Navy, as delegated by this instruction to ASN(RD&A), to be ACAT II. ASN(RD&A) shall designate ACAT II programs and shall serve as MDA for such programs. There are no IT ACAT II programs. See reference (b), paragraph 1.3.3, for implementation requirements for DON ACAT II programs.

### **1.3.4 ACAT III**

A weapon system program not otherwise designated ACAT I or II and which affects the military characteristics of ships or aircraft or involves combat capability will normally be designated an ACAT III program.

IT ACAT III programs are those that do not meet ACAT IA dollar thresholds, but are estimated to require program costs for any single year equal to or greater than \$15 million (FY 1996 constant dollars), or total program costs equal to or greater than \$30 million (FY 1996 constant dollars).

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PEOs, SYSCOM Commanders, and DRPMS shall designate weapon system and assigned IT ACAT III programs. ASN(RD&A) or designee shall designate IT ACAT III programs not otherwise assigned to a PEO, SYSCOM Commander, or DRPM. For management and tracking purposes PEOs, SYSCOM Commanders, DRPMS, and ASN(RD&A) IT designee shall forward a listing of all programs designated ACAT III biannually to ASN(RD&A) for input into the ASN(RD&A) Acquisition Program listing which will be published on a biannual basis.

PEOs, SYSCOM Commanders, or DRPMS are designated the MDA for weapon system and assigned IT ACAT III programs. ASN(RD&A) or designee is designated the MDA for IT ACAT III programs not otherwise assigned to a PEO, SYSCOM Commander, or DRPM. A PEO, SYSCOM Commander, or DRPM for weapon system and assigned IT ACAT III programs may redelegate MDA to an appropriate flag or Senior Executive Service level.

For weapon system and IT ACAT III programs, mandatory milestone information is discussed in paragraph 1.4 and listed in the table in enclosure (5), paragraph 5.8.

See reference (b), paragraph 1.3.4, for implementation requirements for DON ACAT III programs.

#### **1.3.5 ACAT IV**

ACAT programs not otherwise designated ACAT I, IA, II, or III shall be designated ACAT IV. There are two categories of ACAT IV programs: IVT and IVM. ACAT IVT programs require operational test and evaluation (OT&E), while ACAT IVM programs do not. ACAT IVM programs are only monitored by Commander, Operational Test and Evaluation Force (COMOPTEVFOR) or Director, Marine Corps Test and Evaluation Activity (MCOTEA).

PEOs, SYSCOM Commanders, or DRPMS shall designate weapon system ACAT IVT or IVM programs. ASN(RD&A) or designee, PEOs, SYSCOM Commanders, or DRPMS, shall designate IT ACAT IVT programs. ACAT IV designations shall be with the concurrence of COMOPTEVFOR or Director, MCOTEA. When PEOs/SYSCOM Commanders/DRPMS and COMOPTEVFOR are unable to resolve designation of a weapon system program as a Navy ACAT IVT or IVM program, Chief of Naval Operations (CNO) (N091) shall arbitrate through the Test and Evaluation Coordination Group (TECG) process.

For management and tracking purposes PEOs, SYSCOM Commanders, DRPMS, and an ASN(RD&A) IT designee shall forward a listing of all programs designated ACAT IVT and IVM biannually to ASN(RD&A) for input into the ASN(RD&A) Acquisition Program listing which will be published on a biannual basis.

PEOs, SYSCOM Commanders, or DRPMS are designated the MDA for weapon system ACAT IV programs and assigned IT ACAT IVT programs. ASN(RD&A) or designee is designated the MDA for IT

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ACAT IVT programs not otherwise assigned to a PEO, SYSCOM Commander, or DRPM. PEOs, SYSCOM Commanders, or DRPMs may redelegate MDA for ACAT IV programs to an appropriate flag or Senior Executive Service level, or to the Program Manager.

For ACAT IV programs, mandatory milestone information is discussed in paragraph 1.4 and listed in the table in enclosure (5), paragraph 5.8. (Note: The criteria for IT ACAT III and IV designation means IT ACAT programs below ACAT IA will only be designated IT ACAT III or IVT.)

### **1.3.6 Abbreviated Acquisition Programs**

Relatively small DON acquisitions and modifications shall normally be designated as abbreviated acquisition programs if they meet all of the following qualifications in paragraphs 1.3.6.1 or 1.3.6.2:

#### **1.3.6.1 Weapon System Abbreviated Acquisition Programs**

1. Costs of such programs are less than all of the following thresholds:

(a) \$5 million (FY 1996 constant dollars) in total development cost of all contracts for all fiscal years,

(b) \$15 million (FY 1996 constant dollars) in total production or services cost of all contracts for any fiscal year, and

(c) \$30 million (FY 1996 constant dollars) in total production or services cost of all contracts for all fiscal years.

2. Such programs do not affect the military characteristics of ships or aircraft or involve combat capability, and

3. Such programs do not require an operational test and evaluation.

#### **1.3.6.2 IT Abbreviated Acquisition Programs**

1. Costs of such programs are less than all of the following thresholds:

(a) \$15 million (FY 1996 constant dollars) in program costs for any single year, and

(b) \$30 million (FY 1996 constant dollars) in total program costs, and

2. Such programs do not require an operational test and evaluation.

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### **1.3.6.3 Common Weapon System and IT Abbreviated Acquisition Program Procedures**

Potential ACAT IVT or IVM programs or higher level programs are not to be artificially divided into separate entities for the purpose of qualifying as abbreviated acquisition programs. In addition, ASN(RD&A) or designee, or a PEO, SYSCOM Commander, or DRPM may elect to treat any program, that would meet the above qualifications in paragraphs 1.3.6.1 or 1.3.6.2, as an ACAT program if circumstances, such as testing requirements or risk issues, warrant such a decision, or if ASN(RD&A) or designee, or a PEO, SYSCOM Commander, or DRPM believe that the greater visibility associated with an ACAT designation is justified.

ASN(RD&A) or designee (for assigned IT programs), PEOs, SYSCOM Commanders, and DRPMs shall be responsible for developing policies and procedures for abbreviated acquisition program reviews, tracking, and designating the program decision authority for such programs. The program decision authority shall document the program initiation decision and major program execution decisions. Other organizations (than ASN(RD&A), PEOs, SYSCOM Commanders, and DRPMs) with IT abbreviated acquisition program decision authority will be designated by ASN(RD&A) or designee by separate correspondence. Abbreviated acquisition programs shall not be initiated without funding and a written requirement authorized by CNO (resource sponsor)/Commandant of the Marine Corps (CMC) (CG, MCCDC) as a minimum. For IT abbreviated acquisition programs, the IT functional area point of contact (POC) is responsible for initially identifying the requirement.

In addition, the PM for abbreviated acquisition programs shall conduct a tailored environmental, safety, and health evaluation and provide any other information required by the program decision authority. Also, the PM shall comply with the Planning, Programming, and Budgeting System requirements and configuration management procedures, as appropriate.

For modifications which are designated abbreviated acquisition programs, the actions required by the PM, CNO/CMC, and program decision authority shall be as determined by the most applicable row in the modification table in paragraph 1.4.5.2.

### **1.3.7 ACAT Designation and Designation Changes**

An ACAT designation shall normally be assigned per paragraphs 1.3 and 1.3.1 through 1.3.5 after approval of a requirements document (i.e., mission need statement (MNS) or operational requirements document (ORD)). A proposed ACAT designation shall be provided on the cover of the requirements document. All ACAT designations shall be forwarded biannually to ASN(RD&A) for input into the ASN(RD&A) Acquisition Program listing. Realizing that an acquisition program can be initiated by other means, or change as a result of its development, the

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content of a memorandum to request a specific ACAT designation, or change an ACAT designation, is provided in this instruction, enclosure (7), appendix II, annex A, section 7 for weapon system ACAT designations; annex B, section 6 for IT ACAT designations; and the Deskbook (DON Section). The PEO/SYSCOM/DRPM/PM/DON CIO, or designee, shall initiate the ACAT designation request.

#### **1.4 Acquisition Phases and Accomplishments**

All MDAs should provide for maximum feasible tailoring of programs under their oversight. When appropriate, PMs shall use an ACT to develop a tailoring proposal (for procedures, discretionary milestone information, and the discretionary content of mandatory milestone information) for MDA approval.

At program initiation, and after consideration of the views of the ACT members, where an ACT has been established, the PM shall propose an execution, management, and oversight structure for the program. The proposed structure shall include the appropriate milestones, the level of decision for each milestone, the discretionary milestone information, and the content of the mandatory milestone information needed for each milestone. The PM proposal shall consider the size, complexity, and risk associated with the program. There shall be no requirement for a formal meeting to present the PM proposal, except in cases where the MDA directs such a meeting be held. The MDA shall approve in writing the proposed program execution, management, and oversight structure. The MDA determinations regarding program execution, management, and oversight made at program initiation shall be reexamined prior to each milestone in light of then-current program conditions.

Required milestone information for any DON ACAT I, IA, II, III, or IV program shall be determined using the concept of "tailoring in" (vice "tailoring out") milestone information, i.e., there is no milestone information required beyond: (1) that required by statute, reference (b), this instruction, enclosure (5), paragraph 5.8, and (2) any additional information required by the MDA. The use of ACTs or IPTs in the "tailoring in" process, with representatives from all appropriate functional disciplines working together, can build successful programs and enable good, informed decision making.

What to "tailor in" in terms of discretionary milestone information and the content of mandatory milestone information will vary for each ACAT program. Regarding milestone information, mandatory information (statutory and non-statutory) cannot be waived. The table in enclosure (5), paragraph 5.8, provides the mandatory milestone information for all DON ACAT programs.

See reference (b), paragraph 1.4, for implementation requirements for all DON ACAT programs.

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#### **1.4.1 Determining Mission Needs and Identifying Deficiencies**

If the potential solution to a newly identified need could result in a new IT program, the appropriate IT functional area points of contact (POCs) (provided in enclosure (7), appendix II, annex B, section 7) shall review the documented need, coordinate with principal staff assistants (PSAs) for joint potential, and confirm that the requirements defined in reference (f) have been met.

See reference (b), paragraph 1.4.1 for implementation requirements for all DON programs.

#### **1.4.2 Phase 0: Concept Exploration**

See reference (b), paragraph 1.4.2, for implementation requirements for all DON programs.

#### **1.4.3 Phase I: Program Definition and Risk Reduction**

See reference (b), paragraph 1.4.3, for implementation requirements for all DON programs.

#### **1.4.4 Phase II: Engineering and Manufacturing Development**

See reference (b), paragraph 1.4.4, for implementation requirements for all DON programs.

##### **1.4.4.1 Low-Rate Initial Production (LRIP)**

For DON programs, the MDA shall determine the LRIP quantity for all ACAT IC, II, III, and IV programs as part of the approval to enter the engineering and manufacturing development (EMD) phase. Determination of exact LRIP quantities may be contingent upon successful accomplishment of LRIP-related exit criteria established at Milestone II. The LRIP quantity for ACAT III and IV programs shall not be less than one unit and any increase shall be approved by the MDA. Further LRIP restrictions on ACAT IC and II programs are contained in reference (b), paragraph 1.4.4.1. LRIP is not applicable to IT programs; however, a limited deployment phase may be appropriate.

#### **1.4.5 Phase III: Production, Fielding/Deployment, and Operational Support**

See reference (b), paragraph 1.4.5, for implementation requirements for all DON programs.

##### **1.4.5.1 Operational Support**

See reference (b), paragraph 1.4.5.1, for implementation requirements for all DON programs.

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#### 1.4.5.2 Modifications

A modification to any ACAT program, where the modification in and of itself falls below an ACAT I or IA cost level and causes the program to breach an existing acquisition program baseline (APB) threshold, shall result in a revision to the APB and any other program information, as needed, or shall be managed as a separate program at the discretion of the MDA.

For changes that do not breach an APB threshold, but exceed the funding and requirements approved in the latest Future Years Defense Program (FYDP) update, the PM shall submit a funding request to the program sponsor/resource sponsor via the PEO/SYSCOM/DRPM. The program sponsor/resource sponsor shall, as appropriate, authorize the change and provide funding. For changes funded by Defense Business Operations Funds (DBOF) that do not breach an APB threshold, but exceed the funding and requirements approved in the latest budget, the PM shall submit a request to the DBOF activity's commanding officer to authorize the change and approve funding.

See the "Modification Process" table on the next page for appropriate actions by the PM, CNO/CMC, and the MDA. Actions are based on whether or not:

1. An ACAT exists for the program being modified (to answer this question for modifications to an out-of-production program, an ACAT normally does not exist; therefore, a new ACAT designation shall normally be assigned for the modification(s) only),
2. A current APB exists for the program being modified,
3. The modification breaches an APB threshold,
4. The program manager requires additional funding to implement the modification, and
5. The modification cost breaches the dollar threshold for abbreviated acquisition programs as shown in paragraph 1.3.6.

If the modification causes the milestone information to be revised (e.g., APB, ORD, test and evaluation master plan (TEMP), etc.), the affected milestone information shall be revised and approved by the proper authority. Additionally, if the modification causes a change in ACAT level for the ongoing program, an ACAT designation change request shall be submitted for approval. See reference (b), paragraph 1.4.5.2, for implementation requirements for all DON ACAT programs.

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<b>Modification Initiation Process</b> (Pick the row that most closely relates to your ongoing program characteristics and proposed modification)							
ACAT exists for pgm being modified?	APB exists for pgm being modified?	Mod breaches APB threshold?	Mod requires additional funding?	Mod breaches "Abbreviated Acqn Program" \$ threshold? <sup>4/5</sup>	PM action	CNO/CMC action <sup>6/</sup>	Program Decision Authority or MDA action
YES	YES	NO	NO	YES* or NO	Execute mod	Approve ORD* <sup>2/</sup>	None
NO	NO	N/A	NO	NO	Execute mod	Approve requirement (reqt)	None
NO	NO	N/A	YES	NO	Prepare funding request Execute mod	Approve requirement Provide funding	None
YES	YES	NO	YES	YES* or NO	Prepare funding request Execute mod	Approve ORD* <sup>2/</sup> or reqt Provide funding	None
YES	NO	N/A	NO	YES* or NO	Prepare APB <sup>1/</sup> Execute mod	Approve ORD* <sup>2/</sup> or reqt Endorse APB <sup>1/</sup>	Approve APB <sup>1/</sup>
YES	NO	N/A	YES	NO	Prepare funding request Prepare APB <sup>1/</sup> Execute mod	Approve requirement Provide funding Endorse APB <sup>1/</sup>	Approve APB <sup>1/</sup>
YES	YES	YES	NO	YES* or NO	Revise APB <sup>1/</sup> Revise TEMP <sup>2/</sup> Execute mod	Approve ORD* <sup>2/</sup> or requirement Endorse APB <sup>1/</sup> Endorse TEMP <sup>2/</sup>	Approve APB <sup>1/</sup> Approve TEMP <sup>2/</sup>
YES	NO	N/A	YES	YES	Prepare funding request Prepare APB <sup>1/</sup> Revise TEMP <sup>2/</sup> Execute mod	Approve ORD <sup>2/</sup> Provide funding Endorse APB <sup>1/</sup> Endorse TEMP <sup>2/</sup>	Approve APB <sup>1/</sup> Approve TEMP <sup>2/</sup>
NO	NO	N/A	YES	YES	Prepare funding request Prepare APB <sup>1/</sup> Prepare TEMP <sup>2/</sup> Prepare ACAT <sup>3/</sup> desig request Execute mod	Approve ORD <sup>2/</sup> Provide funding Endorse APB <sup>1/</sup> Endorse TEMP <sup>2/</sup>	Approve APB <sup>1/</sup> Approve TEMP <sup>2/</sup> Approve ACAT <sup>3/</sup> desig request
YES	YES	YES	YES	YES* or NO	Prepare funding request Revise APB <sup>1/</sup> Revise TEMP <sup>2/</sup> Execute mod	Approve ORD* <sup>2/</sup> or requirement Provide funding Endorse APB <sup>1/</sup> Endorse TEMP <sup>2/</sup>	Approve APB <sup>1/</sup> Approve TEMP <sup>2/</sup>

1/ "Prepare APB" is for the original ongoing program if a "current APB" does not exist, or for the "modification only" if the modification is to be managed as a separate program. "Revise APB" is for the original ongoing program. See APB format in reference (b), appendix I.

2/ If a new, or change to an existing, ORD or TEMP is required, see formats for ORD and TEMP in reference (b), appendices II and III.

3/ "Prepare ACAT designation request" is for the "modification only", unless the original program is still ongoing (i.e., in production), in which case the ACAT designation request shall encompass both the original program and the modification(s). See the ACAT designation request and ACAT designation change request content memorandum in enclosure (7), appendix II, annex A, section 7.

4/ \$ threshold for "Abbreviated Acquisition Programs" is less than: for weapon system programs, \$5M RDT&E, \$15M procurement in any one fiscal year, and \$30M procurement total; for IT programs, \$15M single year program costs and \$30M total program costs.

5/ If answer to column 5 is YES\*, an approved ORD or ORD revision is required.

6/ For IT programs, endorsement is provided by the IT functional area point of contact, approval is provided by the resource sponsor.

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#### **1.4.6 Demilitarization and Disposal**

See reference (b), paragraph 1.4.6, for implementation requirements for all DON programs.

#### **1.5 Milestone Decision Points**

There are no set number of milestones that an acquisition program must have. For example, it is conceivable that a commercial off-the-shelf (COTS) acquisition strategy could have program initiation at Milestone III and go directly into production or deployment. Yet there are certain core activities that must be addressed at the milestone meeting such as: need validation; requirements generation, alternative solutions; acquisition strategy and baseline; affordability, life-cycle cost, and funding adequacy; risk management; producibility; supportability; environmental compliance; and operational effectiveness and suitability prior to production or deployment. The MDA must rigorously evaluate these matters before making a program decision. The MDA shall establish tailored milestone decision points for each acquisition program as early as possible in the program life-cycle. See paragraph 1.4 for more detailed requirements on the milestone and milestone information tailoring concept.

##### **1.5.1 Milestone 0: Approval to Conduct Concept Studies**

See reference (b), paragraph 1.5.1, for implementation requirements for all DON programs.

##### **1.5.2 Milestone I: Approval to Begin a New Acquisition Program**

See reference (b), paragraph 1.5.2, for implementation requirements for all DON programs.

##### **1.5.3 Milestone II: Approval to Enter Engineering and Manufacturing Development**

See reference (b), paragraph 1.5.3, for implementation requirements for all DON programs.

###### **1.5.3.1 Approval to Enter LRIP**

See reference (b), paragraph 1.5.3.1, for implementation requirements for all DON programs.

##### **1.5.4 Milestone III: Production or Fielding/Deployment Approval**

Milestone III shall be used to authorize deployment for an AIS including software if such deployment is not otherwise authorized by Phase II exit criteria.

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See reference (b), paragraph 1.5.4, for further implementation requirements for all DON programs.

#### **1.6 Integrated Product Teams**

See reference (e) for implementation requirements for ACTs for ACAT IC and II programs and when used for ACAT III and IV programs. See reference (b), paragraph 1.6, for implementation requirements for IPTs for all DON programs.

#### **1.7 Review of the Legality of Weapons Under International Law**

All potential weapons and weapons systems acquired or developed by DON shall be reviewed by the Judge Advocate General of the Navy to ensure that the intended use of such weapons or systems is consistent with domestic and international law. PMs shall ensure that:

1. All activities that could reasonably generate questions concerning arms control compliance are reviewed before such activity is undertaken; and
2. All potential weapons or weapon systems are reviewed before the award of the engineering and manufacturing development contract and before the award of the initial production contract. No weapon or weapon system may be acquired or fielded without a legal review.

The Judge Advocate General shall maintain a permanent file of all opinions issued pursuant to this instruction.

See reference (a), paragraph D2j, for further implementation requirements for all DON programs.

#### **1.8 Non-Acquisition Programs**

The Research, Development, Test and Evaluation, Navy (RDT&E,N) appropriation account funds both acquisition and non-acquisition programs. A non-acquisition program is an effort that does not directly result in the acquisition of a system or equipment for operational deployment. Examples of non-acquisition programs are:

1. Science and Technology Programs.
  - a. Technology base programs in basic research (6.1) and applied research (6.2).
  - b. Advanced technology development (6.3) including Advanced Technology Demonstrations (ATDs).
2. Concept exploration or advanced development of **potential** acquisition programs.

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3. Systems integration efforts of ATDs or other advanced development articles with **no** directly related acquisition program effort.
4. Management and support of installations or operations required for general purpose research and development use (included would be test ranges, maintenance of test aircraft and ships, and studies and analyses **not** in support of a specific acquisition program research and development (R&D) effort).

Non-acquisition programs, other than technology base programs (6.1 and 6.2), shall use a non-acquisition program definition document (NAPDD) for initiation and control. See enclosure (7), appendix II, annex A, section 6, for weapon system NAPDD requirements, procedures, and format. Technology base programs shall continue using current documentation required by the Planning, Programming, and Budgeting System (PPBS) for control.

CNO (N091)/CMC (MARCORSYSCOM), as supported by the Science and Technology Requirements Committee (STRC)/Science and Technology Working Group (STWG), shall conduct annual requirements-based assessments of all non-acquisition programs. STRC/STWG membership is listed in enclosure (7), appendix II, annex A, section 6.

### **1.9 Rapid Deployment Capability (RDC) Process and Procedures**

This tailored process provides the basis for establishing and the procedures for managing RDC programs.

#### **1.9.1 Objectives of the RDC Process**

RDC provides the ability to react immediately to a newly discovered enemy threat(s) or potential enemy threat(s) or to respond to significant and urgent safety situations through special, tailored acquisition procedures designed to:

1. Streamline the dialogue among the requirements community, the PPBS community, and the acquisition management community.
2. Expedite technical, programmatic, and financial decisions.
3. Expedite, within statutory limitations, the procurement and contracting processes.
4. Provide oversight of critical events and activities.

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### 1.9.2 RDC Initiation and Planning

RDC efforts shall be initiated as follows:

1. A memorandum requesting initiation of the RDC effort shall be prepared by the program sponsor/requirements division, validated by CNO (N8)/CMC (Commanding General, Marine Corps Combat Development Center (CG, MCCDC)), and forwarded to ASN(RD&A) for approval. The memorandum shall contain the following:
  - a. Brief description of the threat or urgency which compels the use of the RDC process.
  - b. Description of the requirement, along with a statement that the requirement has been validated.
  - c. A description of known products (government, commercial, foreign, or developmental) that can provide the capability to correct the deficiency. Provide a preferred alternative, if known.
  - d. Quantities required under the RDC effort and quantities which might be procured under an ACAT program beyond the initial RDC effort, if known.
  - e. Identification of funding (amount and source).
  - f. Required deployment date for RDC units.
  - g. Description of any development and testing to be accomplished prior to deployment.
  - h. Description and/or concept of logistics support required to support deployment of the RDC unit(s).
2. ASN(RD&A) shall approve/disapprove the RDC request. If approved, ASN(RD&A) shall assign an RDC program designation identifier, and forward the RDC requirement to the appropriate PEO/SYSCOM/DRPM for planning and execution of the RDC development, test, and deployment program.
3. PEOs, SYSCOMs, and DRPMs shall use the ACT to develop the following:
  - a. An overall RDC strategy and specific expediting measures.
  - b. A plan of action and milestones, including any transition to an ACAT program after the initial RDC effort.
  - c. A plan for logistics support for RDC units.

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d. A plan for PEO/SYSCOM/DRPM oversight of the program while it is under RDC guidelines.

e. A plan for testing prior to deployment, and, if applicable, a general description of testing during transition to an ACAT program.

4. Copies of the RDC strategy and plans, after approval by the cognizant PEO, SYSCOM Commander, or DRPM, shall be forwarded to ASN(RD&A), the appropriate Deputy ASN(RD&A), and the program sponsor.