

UNCLASSIFIED

ARMY RDT&E BUDGET ITEM JUSTIFICATION (R-2 Exhibit)								DATE February 1999		
BUDGET ACTIVITY 7 - Operational System Development				PE NUMBER AND TITLE 0603778A Multiple Launch Rocket System Product Improvement Program						
COST (In Thousands)	FY1998 Actual	FY 1999 Estimate	FY 2000 Estimate	FY 2001 Estimate	FY 2002 Estimate	FY 2003 Estimate	FY2004 Estimate	FY2005 Estimate	Cost to Complete	Total Cost
Total Program Element (PE) Cost	33022	25159	36540	58591	39053	22574	9578	84350	92742	450499
D027 MLRS ILMS	20085	0	0	0	0	0	0	0	0	68975
D090 MLRS HIMARS	0	4966	6017	37094	24042	22082	0	31000	0	125201
D093 MLRS Joint Technical Architecture-Army	122	2409	2161	0	0	0	0	0	0	4692
D783 MLRS Smart Tactical Rocket	0	0	0	0	0	0	9578	53350	92742	155670
D784 Guided MLRS	12815	17784	28362	21497	15011	492	0	0	0	95961

A. Mission Description and Budget Item Justification: Expanding regional power threats require an evolutionary improvement program to maintain the effects of the Multiple Launch Rocket System (MLRS). This Product Improvement Program (PIP) provides for the Engineering and Manufacturing Development (EMD) of an Improved Fire Control System (IFCS), Improved Launcher Mechanical System (ILMS), Guided MLRS Rocket (GMLRS), Joint Technical Architecture-Army (JTA-A), High Mobility Artillery Rocket System (HIMARS), and MLRS Smart Tactical Rocket (MSTAR). The IFCS corrects present and future supportability problems resulting from electronic component obsolescence in the existing design. The ILMS, by decreasing the stow to aim point timeline, will increase responsiveness, improve survivability, and enhance effectiveness in countering surface to surface missile fire. A multinational GMLRS program will greatly enhance the capability of the existing MLRS by providing greater range and significantly enhanced accuracy and interoperability among the nations signing the MLRS Memorandum of Understanding (MOU). The improvement in accuracy and range will reduce the number of rockets required to defeat targets, thus dramatically reducing the logistics burden, and will increase crew survivability. The JTA-A will implement dual protocol capability and Force XXI Situational Awareness in M270A1 launchers and trainers. HIMARS will allow MLRS capability to be C-130 transportable by mounting one rocket or missile pod on a 5-ton truck. It gives early entry forces immediate fire support within a hot landing zone without waiting for heavy-lift aircraft. The MSTAR will be a guided MLRS rocket carrying terminally guided smart submunitions that will detect, classify, and engage stationary or moving high-valued targets.

UNCLASSIFIED

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B. Program Change Summary	<u>FY 1998</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>
Previous President's Budget (FY 1999 PB)	36171	20244	25148	40032
Appropriated Value	37678	25244		
Adjustments to Appropriated Value				
a. Congressional General Reductions	-1507	-85		
b. SBIR / STTR	-907			
c. Omnibus or Other Above Threshold Reductions	-300			
d. Below Threshold Reprogramming	-1942			
e. Rescissions				
Adjustments to Budget Years Since <u>FY 1999 PB</u>			+11392	+18559
Current Budget Submit (FY 2000/ 2001 PB)	33022	25159	36540	58591

Change Summary Explanation: FY 2000/FY 2001 – Accelerate HIMARS development (FY 00 +3275/FY 01 +23577); GMLRS increased to accommodate Multinational performance requirements (FY 00 +7999/FY 01 -3376); JTA-A increase (FY 00 +118/FY 2001 - JTA-A funding was decreased to fund higher priority requirements -1642).

UNCLASSIFIED

ARMY RDT&E BUDGET ITEM JUSTIFICATION (R-2A Exhibit)	DATE February 1999
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BUDGET ACTIVITY 7 - Operational System Development	PE NUMBER AND TITLE 0603778A Multiple Launch Rocket System Product Improvement Program	PROJECT D090
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COST <i>(In Thousands)</i>	FY1998 Actual	FY 1999 Estimate	FY 2000 Estimate	FY 2001 Estimate	FY 2002 Estimate	FY 2003 Estimate	FY2004 Estimate	FY2005 Estimate	Cost to Complete	Total Cost
D090 MLRS HIMARS	0	4966	6017	37094	24042	22082	0	31000	0	125201

A. Mission Description and Budget Item Justification: The High Mobility Artillery Rocket System (HIMARS) project provides for the maturation phase of the HIMARS launcher. HIMARS will be a C-130 transportable, wheeled version of the MLRS launcher and will be capable of firing all rockets and missiles in the current and future Multiple Launch Rocket System (MLRS) Family of Munitions (MFOM). The HIMARS will provide tactical and operational fires during both offensive and defensive operations. The HIMARS will be a part of a "system of systems" including the launcher and a resupply vehicle. The HIMARS will consist of the MLRS Improved Fire Control System (IFCS), a wheeled carrier, an on-board reload capability, and a Launcher Loader Module (LLM) portion similar to the M270A1 that will perform all operations necessary to complete a fire mission. The HIMARS will be deployable worldwide and will operate in a wide range of climatic conditions. HIMARS units will functionally/ operationally mirror current MLRS units and will be assigned to Corps field artillery brigades in support of light, airborne, air assault Divisions and forced/early entry contingency force operations.

FY 1998 Accomplishments: Project not funded in FY98

FY 1999 Planned Program:

- 2000 Risk Reduction Tasks including Reloader/Hydraulic Robustness/Reliability Efforts
- 710 Component Relocation/Cab Improvements
- 500 Technical Assessments/Evaluations, Simulation Support
- 645 Development Testing
- 980 Minor Tasks Including In-House
- 131 Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) Programs

Total 4966

FY 2000 Planned Program:

- 2500 System Design
- 2000 Government Furnished Equipment (GFE), Communication & Trucks
- 400 Maturation Preparation: Milestone Documentation, Technical Assessments
- 200 Development Testing
- 917 Minor Tasks Including In-House

Project D090 Page 3 of 13 Pages Exhibit R-2A (PE 0603778A)

UNCLASSIFIED

ARMY RDT&E BUDGET ITEM JUSTIFICATION (R-2A Exhibit)	DATE February 1999
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BUDGET ACTIVITY 7 - Operational System Development	PE NUMBER AND TITLE 0603778A Multiple Launch Rocket System Product Improvement Program	PROJECT D090
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Total 6017

FY 2001 Planned Program:

- 19654 System Design, Test & Integration
 - 12200 GFE, Communication & Trucks
 - 3840 Development Testing
 - 100 Technical Assessments
 - 1300 Minor Tasks Including In-House
- Total 37094

B. Other Program Funding Summary	<u>FY 1998</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>To Compl</u>	<u>Total Cost</u>
Missile Procurement, Army										
Budget Activity 2:										
HIMARS Launcher (C03000)	0	0	0	0	0	29969	71573	129234	1199150	1429926
Budget Activity 4:										
Initial Spares, HIMARS (CA0288)	0	0	0	0	0	0	0	769	60200	60969

C. Acquisition Strategy: HIMARS is expected to be designated an ACAT II program with the Maturation phase beginning in FY00 with the First Unit Equipped (FUE) planned for FY06. The contracting strategy (sole source, competition, etc.) has not been determined at this time.

D. Schedule Profile	<u>FY1998</u>	<u>FY1999</u>	<u>FY2000</u>	<u>FY2001</u>	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>
Risk Reduction Contract Award		2QTR						
Maturation IPR, Maturation 42 Months, Contract Award			3QTR					
Critical Design Review (CDR)				1QTR				
8 Launchers, Integrated Developmental Test/Operational Test (DT/OT)					1QTR			
LRIP IPR						2QTR		
1 Btry Prototypes & Maturation, MS III							4QTR	

UNCLASSIFIED

ARMY RDT&E COST ANALYSIS (R-3)										DATE February 1999		
BUDGET ACTIVITY 7 - Operational System Development					PE NUMBER AND TITLE 0603778A Multiple Launch Rocket System Product Improvement Program					PROJECT D090		
I. Product Development	Contract Method & Type	Performing Activity & Location	Total PYs Cost	<u>FY 1999 Cost</u>	<u>FY 1999 Award Date</u>	<u>FY 2000 Cost</u>	<u>FY 2000 Award Date</u>	<u>FY 2001 Cost</u>	<u>FY 2001 Award Date</u>	Cost To Complete	Total Cost	Target Value of Contract
a. Risk Reduction/Maturation Contract	TBD	TBD		2000	2 nd QTR	2500	3 rd QTR	19654	1 st QTR	34506	58660	
b. Component Relocation/Cab Improvements	TBD	TBD		716	2 nd QTR						716	
c. GFE,Comm & Trucks	TBD	TBD				2000	3 rd QTR	12200	1 st QTR		14200	
Subtotal Product Development:				2716		4500		31854		34506	73576	
II. Support Costs	Contract Method & Type	Performing Activity & Location	Total PYs Cost	<u>FY 1999 Cost</u>	<u>FY 1999 Award Date</u>	<u>FY 2000 Cost</u>	<u>FY 2000 Award Date</u>	<u>FY 2001 Cost</u>	<u>FY 2001 Award Date</u>	Cost To Complete	Total Cost	Target Value of Contract
a. Support Contract	C & CPFF	Madison Research Hsv AL		500	2 nd QTR	400	1QTR	100	1 st QTR	838	1838	
Subtotal Support Costs:				500		400		100		838	1838	
III. Test and Evaluation	Contract Method & Type	Performing Activity & Location	Total PYs Cost	<u>FY 1999 Cost</u>	<u>FY 1999 Award Date</u>	<u>FY 2000 Cost</u>	<u>FY 2000 Award Date</u>	<u>FY 2001 Cost</u>	<u>FY 2001 Award Date</u>	Cost To Complete	Total Cost	Target Value of Contract
a. Test Support	N/A	APG MD*, WSMR NM* & RTTC RSA*		645	As Req.	200	As Req.	3840	As Req.	10145	14830	
Subtotal Test and Evaluation:				645		200		3840		10145	14830	
Remark: *APG MD – Aberdeen Proving Ground, Maryland *WSMR NM – White Sands Missile Range, New Mexico *RTTC RSA – Redstone Technical Test Center, Redstone Arsenal												
IV. Management Services	Contract Method & Type	Performing Activity & Location	Total PYs Cost	<u>FY 1999 Cost</u>	<u>FY 1999 Award Date</u>	<u>FY 2000 Cost</u>	<u>FY 2000 Award Date</u>	<u>FY 2001 Cost</u>	<u>FY 2001 Award Date</u>	Cost To Complete	Total Cost	Target Value of Contract
a. In-House Support	N/A	MLRS Proj Ofc , RSA		1105		917	QTRLY	1300	QTRLY	31635	34957	

UNCLASSIFIED

ARMY RDT&E COST ANALYSIS (R-3)							DATE			
BUDGET ACTIVITY 7 - Operational System Development							PE NUMBER AND TITLE 0603778A Multiple Launch Rocket System Product Improvement Program		PROJECT D090	
Subtotal Mgmt Services:				1105	917	1300	31635	34957		
	Total PYs Cost	<u>FY 1999</u> Cost		<u>FY 2000</u> Cost		<u>FY 2001</u> Cost	Cost To Complete	Total Cost	Target Value of Contract	
Project Total Cost:		4966		6017		37094	77124	125201		

UNCLASSIFIED

ARMY RDT&E BUDGET ITEM JUSTIFICATION (R-2A Exhibit)								DATE February 1999		
BUDGET ACTIVITY 7 - Operational System Development				PE NUMBER AND TITLE 0603778A Multiple Launch Rocket System Product Improvement Program					PROJECT D093	
COST (In Thousands)	FY1998 Actual	FY 1999 Estimate	FY 2000 Estimate	FY 2001 Estimate	FY 2002 Estimate	FY 2003 Estimate	FY2004 Estimate	FY2005 Estimate	Cost to Complete	Total Cost
D093 MLRS Joint Technical Architecture-Army	122	2409	2161	0	0	0	0	0	0	4692
<p>A. <u>Mission Description and Budget Item Justification:</u> The MLRS Joint Technical Architecture - Army (JTA-A) will integrate the Force XXI/JTA-A mandated 188-220 protocol and convert existing MLRS fire support messages to Variable Message Format (VMF) for M270A1 launchers. JTA-A hardware and software development effort will implement Force XXI, First Digitized Division, message processing capability for M270A1 launchers.</p> <p>FY 1998 Accomplishments:</p> <ul style="list-style-type: none"> • 122 Conducted Minor Tasks Including In-House <p>Total 122</p> <p>FY 1999 Planned Program:</p> <ul style="list-style-type: none"> • 1970 Develop VMF and Dual Protocol Logic Software • 90 Development Testing • 285 Minor Tasks Including In-House • 64 SBIR/STTR <p>Total 2409</p> <p>FY 2000 Planned Program:</p> <ul style="list-style-type: none"> • 1533 Develop Engineering Design Test (EDT) Units • 372 Development Testing • 256 Minor Tasks Including In-House <p>Total 2161</p> <p>FY 2001 Planned Program: Project not funded in FY 2001</p>										
Project D093			Page 7 of 13 Pages				Exhibit R-2A (PE 0603778A)			

ARMY RDT&E BUDGET ITEM JUSTIFICATION (R-2A Exhibit)	DATE February 1999
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BUDGET ACTIVITY 7 - Operational System Development	PE NUMBER AND TITLE 0603778A Multiple Launch Rocket System Product Improvement Program	PROJECT D093
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B. <u>Other Program Funding Summary</u>	<u>FY 1998</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>To Complete</u>	<u>Total Cost</u>
Missile Procurement, Army										
Budget Activity 2:										
MLRS Launcher (C65900)	123708	120143	146627	222211	193728	208966	171047	232006	666228	4172858
Budget Activity 3:										
MLRS Mods(C67500)	556	2186	6654	16664	6316	61333	6177	17649	181100	535502
Budget Activity 4:										
MLRS Initial Spares (CA0257)	291	6840	6257	10325	12396	13206	13691	14060	72100	307535
MLRS Mod Spares (CA0265)	0	620	479	843	866	5782	1379	5995	47480	78024

C. Acquisition Strategy: The JTA-A standards will be implemented for the M270A1 launcher to perform the Force XXI capabilities for the First Digitized Division.

D. <u>Schedule Profile</u>	<u>FY1998</u>	<u>FY1999</u>	<u>FY2000</u>	<u>FY2001</u>	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>
Industry Search, Cost/ Performance Trades	2QTR							
Prototype Hardware, Sys Integration & Test		3QTR						
Production Decision, Multi-year Procurement (MYP) Award			3QTR					
Deliveries: M270A1			4QTR					

UNCLASSIFIED

ARMY RDT&E COST ANALYSIS (R-3)										DATE February 1999		
BUDGET ACTIVITY 7 - Operational System Development				PE NUMBER AND TITLE 0603778A Multiple Launch Rocket System Product Improvement Program						PROJECT D093		
I. Product Development	Contract Method & Type	Performing Activity & Location	Total PYs Cost	FY 1999 Cost	FY 1999 Award Date	FY 2000 Cost	FY 2000 Award Date	FY 2001 Cost	FY 2001 Award Date	Cost To Complete	Total Cost	Target Value of Contract
a. EMD Contract	SS & CPIF	LMVS Dallas, TX	0	1970	1 st QTR	1533	1 st QTR				3503	
Subtotal Product Development:				1970		1533					3503	
II. Support Costs	Contract Method & Type	Performing Activity & Location	Total PYs Cost	FY 1999 Cost	FY 1999 Award Date	FY 2000 Cost	FY 2000 Award Date	FY 2001 Cost	FY 2001 Award Date	Cost To Complete	Total Cost	Target Value of Contract
a. Support Contract	C & CPFF	Madison Research, Hsv AL		62	1 st QTR	55	1 st QTR				117	
Subtotal Support Costs:				62		55					117	
III. Test and Evaluation	Contract Method & Type	Performing Activity & Location	Total PYs Cost	FY 1999 Cost	FY 1999 Award Date	FY 2000 Cost	FY 2000 Award Date	FY 2001 Cost	FY 2001 Award Date	Cost To Complete	Total Cost	Target Value of Contract
a. Test Support	N/A	WSMR & TBD		154	As Req.	372	As Req.				526	
Subtotal Test and Evaluation:				154		372					526	
IV. Management Services	Contract Method & Type	Performing Activity & Location	Total PYs Cost	FY 1999 Cost	FY 1999 Award Date	FY 2000 Cost	FY 2000 Award Date	FY 2001 Cost	FY 2001 Award Date	Cost To Complete	Total Cost	Target Value of Contract
a. In-House Support	N/A	MLRS Proj Ofc, RSA	122	223	QTRLY	201	QTRLY				546	
Subtotal Mgmt Services:			122	223		201					546	
Project Total Cost:			122	2409		2161					4692	

UNCLASSIFIED

ARMY RDT&E BUDGET ITEM JUSTIFICATION (R-2A Exhibit)								DATE February 1999		
BUDGET ACTIVITY 7 - Operational System Development				PE NUMBER AND TITLE 0603778A Multiple Launch Rocket System Product Improvement Program					PROJECT D784	
COST (In Thousands)	FY1998 Actual	FY 1999 Estimate	FY 2000 Estimate	FY 2001 Estimate	FY 2002 Estimate	FY 2003 Estimate	FY2004 Estimate	FY2005 Estimate	Cost to Complete	Total Cost
D784 Guided MLRS	12815	17784	28362	21497	15011	492	0	0	0	95961
<p>A. <u>Mission Description and Budget Item Justification:</u> The Guided Multiple Launch Rocket System (GMLRS) project provides for US participation in a Multinational Engineering and Manufacturing Development (EMD) of a GMLRS that will greatly enhance the capability of the existing MLRS by providing greater range and significantly enhanced accuracy. Since fewer rockets are required to defeat a target, the logistics burden also will be reduced. The GMLRS will result in reduced mission times and increased survivability of the system.</p> <p>FY 1998 Accomplishments:</p> <ul style="list-style-type: none"> • 10933 Conducted Simulation Development, Define and Design Code Software, System Trade Studies • 672 Prepared Milestone II Documentation • 270 Conducted Development Testing • 940 Conducted Minor Tasks Including In-House <p>Total 12815</p> <p>FY 1999 Planned Program:</p> <ul style="list-style-type: none"> • 15250 Assembly of Components, Components Lab Testing and Static Tests • 480 Develop Management Data Base, Technical Assessments/Evaluations, Simulation Support, and Preparation for Preliminary Design Review (PDR) and Critical Design Review (CDR) • 1001 Development Testing • 1053 Minor Tasks Including In-House <p>Total 17784</p> <p>FY 2000 Planned Program:</p> <ul style="list-style-type: none"> • 24510 EDT Flight Tests, Production Qualification Testing (PQT) Ground Tests, Hardware Assembly and Integration • 268 Continue Technical Assessments/Evaluations and Simulation Support • 2439 Development Testing • 1145 Minor Tasks Including In-House <p>Total 28362</p>										
Project D784			Page 10 of 13 Pages				Exhibit R-2A (PE 0603778A)			

UNCLASSIFIED

ARMY RDT&E BUDGET ITEM JUSTIFICATION (R-2A Exhibit)	DATE February 1999
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BUDGET ACTIVITY 7 - Operational System Development	PE NUMBER AND TITLE 0603778A Multiple Launch Rocket System Product Improvement Program	PROJECT D784
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FY 2001 Planned Program:

- 15087 PQT Ground and Flight Tests, Hardware Assembly and Prove-out, Test Results Analysis
 - 440 Preparation of LRIP IPR Documentation
 - 4825 Development Testing
 - 1145 Minor Task Including In-House
- Total 21497

B. Other Program Funding Summary

	<u>FY 1998</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>To Complete</u>	<u>Total Cost</u>
Missile Procurement, Army										
Budget Activity 2:										
ER-MLRS (C65402)	19197	0	3338	9511	40908	63005	65738	98123	3094999	3484744

C. Acquisition Strategy: The GMLRS acquisition strategy is a streamlined product improvement program which permits entering Low Rate Initial Production (LRIP) (funded with Missile Procurement) and subsequent Full-Scale Production, after completion of a 48-month EMD program. The primary objective of the EMD phase is to develop a rocket with greater range and significantly enhanced accuracy with a minimum impact on existing MLRS companion hardware and software. This effort will incorporate the results of other development efforts for a modified submunition and a new rocket motor for increased range. The acquisition alternative most advantageous to the government is a sole source EMD contract to the system prime contractor, Lockheed Martin Vought Systems (LMVS), with maximum competition of non-developmental items (NDI) components at the vendor-level.

D. Schedule Profile	<u>FY1998</u>	<u>FY1999</u>	<u>FY2000</u>	<u>FY2001</u>	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>
Advanced Technology Development Flt Test, MS II, EMD Contract, Sys Design	2-4QTR							
Harmonized Req Rev/Prioritization,PDR		1QTR						
EDT Grd & Flt Test, CDR			1-4QTR					
PQT Grd Test, Facilitization IPR, PQT Flt Test, Interim Product Definition Data Package, LRIP IPR				1-4QTR				
LRIP I Option, Gov Functional Configuration Audit (FCA), Final PDDP					1-4QTR			

ARMY RDT&E BUDGET ITEM JUSTIFICATION (R-2A Exhibit)							DATE February 1999	
BUDGET ACTIVITY 7 - Operational System Development				PE NUMBER AND TITLE 0603778A Multiple Launch Rocket System Product Improvement Program			PROJECT D784	
D. Schedule Profile	<u>FY1998</u>	<u>FY1999</u>	<u>FY2000</u>	<u>FY2001</u>	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>
LRIP II Option, Production Validation Test (PVT) Grd & Flt Test, 1 st LRIP Rkt Del, Initial Operational Test (IOT) Grd & Flt Test						1-3QTR		
MS III, FRP Contract, Initial Operational Capability (IOC)							1-4QTR	

UNCLASSIFIED

ARMY RDT&E COST ANALYSIS (R-3)

DATE **February 1999**

BUDGET ACTIVITY
7 - Operational System Development

PE NUMBER AND TITLE
0603778A Multiple Launch Rocket System Product Improvement Program

PROJECT
D784

I. Product Development	Contract Method & Type	Performing Activity & Location	Total PYs Cost	FY 1999 Cost	FY 1999 Award Date	FY 2000 Cost	FY 2000 Award Date	FY 2001 Cost	FY 2001 Award Date	Cost To Complete	Total Cost	Target Value of Contract
a. EMD Contract	SS & CPAF	LMVS Dallas, TX	8500	13213	QTRLY	21413	QTRLY	12292	QTRLY	5131	60549	
b. Government Support	N/A	RDEC*, IMMC*, RSA*	2433	2037	QTRLY	3097	QTRLY	2795	QTRLY	3003	13365	
Subtotal Product Development:			10933	15250		24510		15087		8134	73914	

Remarks: *RDEC – Research, Development and Engineering Centers
*IMMC – Integrated Materiel Management Center
*RSA – Redstone Arsenal

II. Support Costs	Contract Method & Type	Performing Activity & Location	Total PYs Cost	FY 1999 Cost	FY 1999 Award Date	FY 2000 Cost	FY 2000 Award Date	FY 2001 Cost	FY 2001 Award Date	Cost To Complete	Total Cost	Target Value of Contract
a. Support Contract	C & CPFF	Madison Research, Hsv, AL	672	480	2nd QTR	268	1 st QTR	440	1 st QTR	768	2628	
Subtotal Support Costs:			672	480		268		440		768	2628	

III. Test and Evaluation	Contract Method & Type	Performing Activity & Location	Total PYs Cost	FY 1999 Cost	FY 1999 Award Date	FY 2000 Cost	FY 2000 Award Date	FY 2001 Cost	FY 2001 Award Date	Cost To Complete	Total Cost	Target Value of Contract
a. Test Support	N/A	WSMR & TBD	270	1001	As Req	2439	As Req	4825	As Req	5456	13991	
Subtotal Test and Evaluation:			270	1001		2439		4825		5456	13991	

IV. Management Services	Contract Method & Type	Performing Activity & Location	Total PYs Cost	FY 1999 Cost	FY 1999 Award Date	FY 2000 Cost	FY 2000 Award Date	FY 2001 Cost	FY 2001 Award Date	Cost To Complete	Total Cost	Target Value of Contract
a. In-House Support	N/A	MLRS Proj Ofc, RSA	940	1053	QTRLY	1145	QTRLY	1145	QTRL	1145	5428	
Subtotal Mgmt Services:			940	1053		1145		1145		1145	5428	

Project Total Cost:			12815	17784		28362		21497		15503	95961	
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