Exhibit R-2, RDT&E Budget Item Justification: PB 2024 Air Force												Date: March 2023
Appropriation/Budget Activity 3600: *Research, Development, Test & Evaluation, Air Force* / BA 7: *Operational Systems Development*					R-1 Program Element (Number/Name) PE 0901538F / *Financial Management Information Systems Development*							
COST ($ in Millions)	**Prior Years**	**FY 2022**	**FY 2023**	**FY 2024 Base**	**FY 2024 OCO**	**FY 2024 Total**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**Cost To Complete**	**Total Cost**
Total Program Element	0.000	4.675	5.121	4.279	0.000	4.279	5.624	5.765	5.884	0.000	0.000	31.348
672222: *Program Budget Enterprise Service (PBES)*	0.000	0.041	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.041
675177: *Cost Estimating Modeling (CEM)*	0.000	4.634	5.121	4.279	0.000	4.279	5.624	5.765	5.884	0.000	0.000	31.307
Program MDAP/MAIS Code: N87												

A. Mission Description and Budget Item Justification

This program element develops upgrades to existing financial management systems. These upgrades are required to comply with auditability and transparency requirements as well as improve efficiencies in processing financial transactions. This program element also supports studies and analysis to improve future program planning and execution.

There are two programs within this program element: Program and Budget Enterprise Services (PBES) and Cost Estimating Modeling (CEM).

PBES is a software development effort that utilizes a Service Oriented Architecture (SOA) to deliver budgeting and programming capability for the Department of the Air Force. It replaces the following legacy systems, which support the budget formulation and force programming process: Automated Budget Interactive Data Environment System (ABIDES) (complete), Resource Allocation Programming Information Decision System (RAPIDS), Force Structure Data Management (FSDM), and Enhanced Tradespace Tool (ETT). Full Deployment (FD) occurred Mar 22 and PBES transitioned into Capability Support (CS) Phase in May 22.

CEM is a knowledge-based study effort to improve Department of the Air Force-wide cost estimating by analyzing cost data and recommending changes to estimating models, methods, and tools. Activities also include studies and analysis to support both current program planning and execution and future program planning.

This program element may include necessary civilian pay expenses required to manage, execute, and deliver weapon system capability. The use of such programs funds would be in addition to the civilian pay expenses budgeted in program element 0605827F, 0605828F, 0605829F, 0605831F, 0605832F, 0605833F, 0605898F, 0606398F. In FY22 $0M was expended for civilian pay expenses in this program element, and in FY23 $0M is forecasted for civilian pay expenses in this program element.

This requirement supports performance of a full financial audit as required by title 10 U.S.C. Chapter 9A, Sec 240-D.

This program is in Budget Activity 7, Operational System Development because this budget activity includes development efforts to upgrade systems that have been fielded or have received approval for full rate production and anticipate production funding in the current or subsequent fiscal year.

Exhibit R-2, RDT&E Budget Item Justification: PB 2024 Air Force	Date: March 2023
Appropriation/Budget Activity 3600: *Research, Development, Test & Evaluation, Air Force* / BA 7: *Operational Systems Development*	**R-1 Program Element (Number/Name)** PE 0901538F / *Financial Management Information Systems Development*

B. Program Change Summary ($ in Millions)	FY 2022	FY 2023	FY 2024 Base	FY 2024 OCO	FY 2024 Total
Previous President's Budget	4.852	5.421	5.488	0.000	5.488
Current President's Budget	4.675	5.121	4.279	0.000	4.279
Total Adjustments	-0.177	-0.300	-1.209	0.000	-1.209
• Congressional General Reductions	0.000	0.000			
• Congressional Directed Reductions	0.000	0.000			
• Congressional Rescissions	0.000	0.000			
• Congressional Adds	0.000	0.000			
• Congressional Directed Transfers	0.000	0.000			
• Reprogrammings	0.000	0.000			
• SBIR/STTR Transfer	-0.177	0.000			
• Other Adjustments	0.000	-0.300	-1.209	0.000	-1.209

Change Summary Explanation

The FY2023 funding was reduced due to FFRDC reductions.

The FY2024 funding request was reduced by $1.209 million to account for the availability of prior year execution balances

Exhibit R-2A, RDT&E Project Justification: PB 2024 Air Force			Date: March 2023
Appropriation/Budget Activity 3600 / 7	R-1 Program Element (Number/Name) PE 0901538F / *Financial Management Information Systems Development*	Project (Number/Name) 672222 / *Program Budget Enterprise Service (PBES)*	

COST ($ in Millions)	Prior Years	FY 2022	FY 2023	FY 2024 Base	FY 2024 OCO	FY 2024 Total	FY 2025	FY 2026	FY 2027	FY 2028	Cost To Complete	Total Cost
672222: *Program Budget Enterprise Service (PBES)*	0.000	0.041	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.041
Quantity of RDT&E Articles	-	-	-	-	-	-	-	-	-	-		

A. Mission Description and Budget Item Justification

PBES is the single solution software development effort to deliver planning, programming, budgeting and execution (PPBE) capability for the United States Air Force. PBES replaces the Automated Budget Interactive Data Environment System (ABIDES) (complete), Resource Allocation Programming Information Decision System (RAPIDS), Force Structure Data Management (FSDM), and the Enhanced Tradespace Tool (ETT), supporting the budget formulation and force programming process. The system is compliant with the Standard Financial Information Structure (SFIS) and Standard Line of Accounting (SLOA) conventions, which support the enabling of data standardization across the Department of Defense (DoD). Full Deployment (FD) occurred Mar 22 and PBES transitioned into Capability Support (CS) Phase in May 22.

Utilizing Business Process Re-engineering (BPR), the Air Force designated PBES as the solution to deliver traceability of financial data in support of the PPBE process. Through the use of BPR, PBES addressed excessive overhead, outdated business practices and other time-consuming support activities. PBES is making the budget formulation process more efficient by incorporating business best practices, organizing programming and budgeting personnel, as well as utilizing current technology. PBES also eliminated checks and balances required of older technology, taking advantage of automated reconciliation services. In addition, the solution allows the use of Authoritative Data Sources (ADS) for data exposure, enabling more timely and accurate budget submissions to Office of the Secretary of Defense (OSD), Congress, and other internal and external customers.

A Commercial-off-the-Shelf (COTS) product was selected as the tool of choice which required minor configuration changes to meet the stated user requirements. This strategy required no code changes to the actual COTS product and supports the drive to lower support costs along with making future requirements changes easier in the out-years. Requirements were satisfied through an iterative process of sprint development cycles, where usable capability was produced and made available to operational users after every sprint. The Integrated Product Office construct along with application of agile principles allowed the program to properly plan system requirements, deliver early capability to the end users, achieve early return on investment of taxpayer dollars, provide for division of risk, reduce waste, effectively respond to change, and continuously improve our processes.

This program element may include necessary civilian pay expenses required to manage, execute, and deliver weapon system capability. The use of such programs funds would be in addition to the civilian pay expenses budgeted in program element 0605827F, 0605828F, 0605829F, 0605831F, 0605832F, 0605833F, 0605898F, 0606398F. In FY22 $0M was expended for civilian pay expenses in this program element, and in FY23 $0M is forecasted for civilian pay expenses in this program element.

This requirement supports performance of a full financial audit as required by title 10 U.S.C. Chapter 9A, Sec 240-D.

Exhibit R-2A, RDT&E Project Justification: PB 2024 Air Force		Date: March 2023
Appropriation/Budget Activity 3600 / 7	**R-1 Program Element (Number/Name)** PE 0901538F / *Financial Management Information Systems Development*	**Project (Number/Name)** 672222 / *Program Budget Enterprise Service (PBES)*

B. Accomplishments/Planned Programs ($ in Millions)	FY 2022	FY 2023	FY 2024 Base	FY 2024 OCO	FY 2024 Total
Title: PBES ***Description:*** Software development effort providing modern and enhanced planning, programming, budgeting and execution capabilities to the USAF. Funding supports engineering, cybersecurity, technical development, implementation and automated testing. ACCOMPLISHMENTS: - All designated PBES users trained for MAJCOM, Air Staff and Planners - Plan-to-Program requirements defined, scheduled and awarded - Successful program/independent testing of Sprints 20-24; SAFBUD & SAFPGM-5 patches; 3 critical patches - Successful Air Staff user acceptance testing - Successful Go-Live/operational deployment for Budget and Program users based on the initial Bounded User Requirements (BUR) ***FY 2023 Plans:*** N/A ***FY 2024 Base Plans:*** N/A ***FY 2023 to FY 2024 Increase/Decrease Statement:*** N/A	0.041	0.000	0.000	-	0.000
Accomplishments/Planned Programs Subtotals	0.041	0.000	0.000	-	0.000

C. Other Program Funding Summary ($ in Millions)

N/A

Remarks

D. Acquisition Strategy

PBES is a Business Category (BCAT) III program following DOD 5000.75 BCAC policy. The PBES strategy, which was supported by all Stakeholders, employed an empowered joint Program Office, Functional Community, and Senior Stakeholder group to rapidly develop, test, and deploy the DAF's Planning, Programming, and Budgeting capability within three years. This strategy required mutual trust and risk acceptance by all parties to be successful. This strategy has been highly successful delivering PBES capabilities on schedule and substantially under budget.

Exhibit R-2A, RDT&E Project Justification: PB 2024 Air Force		Date: March 2023
Appropriation/Budget Activity 3600 / 7	**R-1 Program Element (Number/Name)** PE 0901538F / *Financial Management Information Systems Development*	**Project (Number/Name)** 672222 / *Program Budget Enterprise Service (PBES)*

The first step in this strategy utilized early risk reduction efforts (sometimes referred to as "prototyping") to prove that the capability and contractors existed to meet users' needs. This step was conducted using two 6-month contract vehicles which were both completed months early, delivering several hundred user requirements. The success of these efforts led to the strategy of selecting a COTS product called Oracle Hyperion and the hiring of a small-business system integrator (SI). The significance with both of these selections is that the COTS product and the SI have already been utilized by commercial companies and multiple DoD agencies, thus reducing the implementation risk for the Government.

The success of this strategy can be attributed to mutual buy-in by all parties, risk acceptance that the solution will not be perfect from the start, and an understanding that not all requirements are exactly known up-front and that changes will be required continuously to be successful.

Exhibit R-3, RDT&E Project Cost Analysis: PB 2024 Air Force			Date: March 2023
Appropriation/Budget Activity 3600 / 7	R-1 Program Element (Number/Name) PE 0901538F / *Financial Management Information Systems Development*	Project (Number/Name) 672222 / *Program Budget Enterprise Service (PBES)*	

Product Development ($ in Millions)

Cost Category Item	Contract Method & Type	Performing Activity & Location	Prior Years	FY 2022 Cost	FY 2022 Award Date	FY 2023 Cost	FY 2023 Award Date	FY 2024 Base Cost	FY 2024 Base Award Date	FY 2024 OCO Cost	FY 2024 OCO Award Date	FY 2024 Total Cost	Cost To Complete	Total Cost	Target Value of Contract
PBES Systems Integrator	C/FFP	AFLCMC : Maxwell-Gunter AFB, AL	0.000	0.041	Dec 2021	-		-		-		-	0.000	0.041	-
		Subtotal	0.000	0.041		-		-		-		-	0.000	0.041	N/A

	Prior Years	FY 2022		FY 2023		FY 2024 Base		FY 2024 OCO		FY 2024 Total	Cost To Complete	Total Cost	Target Value of Contract
Project Cost Totals	0.000	0.041		-		-		-		-	0.000	0.041	N/A

Remarks

Exhibit R-4, RDT&E Schedule Profile: PB 2024 Air Force		Date: March 2023
Appropriation/Budget Activity 3600 / 7	**R-1 Program Element (Number/Name)** PE 0901538F / *Financial Management Information Systems Development*	**Project (Number/Name)** 672222 / *Program Budget Enterprise Service (PBES)*

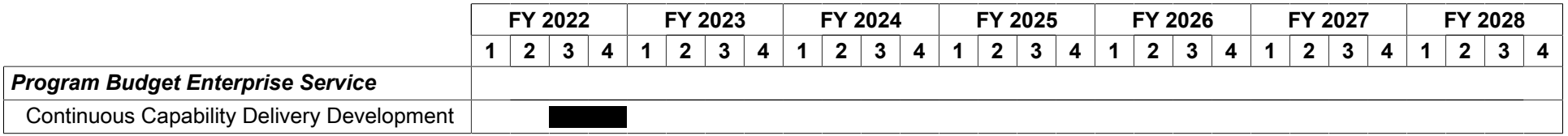

Exhibit R-4A, RDT&E Schedule Details: PB 2024 Air Force		Date: March 2023
Appropriation/Budget Activity 3600 / 7	**R-1 Program Element (Number/Name)** PE 0901538F / *Financial Management Information Systems Development*	**Project (Number/Name)** 672222 / *Program Budget Enterprise Service (PBES)*

Schedule Details

	Start		End	
Events by Sub Project	**Quarter**	**Year**	**Quarter**	**Year**
Program Budget Enterprise Service				
Continuous Capability Delivery Development	3	2022	4	2022

Exhibit R-2A, RDT&E Project Justification: PB 2024 Air Force			Date: March 2023
Appropriation/Budget Activity 3600 / 7	R-1 Program Element (Number/Name) PE 0901538F / *Financial Management Information Systems Development*	Project (Number/Name) 675177 / *Cost Estimating Modeling (CEM)*	

COST ($ in Millions)	Prior Years	FY 2022	FY 2023	FY 2024 Base	FY 2024 OCO	FY 2024 Total	FY 2025	FY 2026	FY 2027	FY 2028	Cost To Complete	Total Cost
675177: *Cost Estimating Modeling (CEM)*	0.000	4.634	5.121	4.279	0.000	4.279	5.624	5.765	5.884	0.000	0.000	31.307
Quantity of RDT&E Articles	-	-	-	-	-	-	-	-	-	-		

A. Mission Description and Budget Item Justification

The Cost Estimating Modeling (CEM) program strengthens Department of the Air Force cost estimators' ability to assess more accurately cost requirements. Its products improve the quality, timeliness, and effectiveness of acquisition program cost estimates and ultimately posture the DAF to make better acquisition decisions for more than 200 billion dollars in critical war-fighter capability.

The CEM program performs studies to continuously develop updated cost data and estimating methods and tools, data process re-engineering tools, data structure development tools, and gap filling initiatives. The program focuses on both broad cross-cutting initiatives as well as weapon system type-specific. Products are then uploaded to the OSD Cost Assessment Data Enterprise (CADE) system for the defense cost estimation community to access.

Changing technologies, acquisition laws, policy directives, and initiatives drive the need to continuously revise cost estimating processes, methods, and tools. Specifically, CEM initiatives are planned based on the following:
- Statute (e.g., Title 10, section 167; USC 3221, 3227, 4251, 4252, 4253, and 4328)
- Policy directives (e.g., DoDI 5000.02, DoDI 5000.73)
- FY16/17/18/21 NDAA reports (PL 114-92/114-328/115-91/116-283) including provisions relating to Major Defense Acquisition Programs (Section 804 of the FY16 NDAA authorized rapid prototyping and rapid fielding of defense systems)
- Annual life-cycle cost estimation requirements
- Weapon System Acquisition Reform Act (WSARA) (provisions related to improving cost estimating quality and affordability analysis)
- Secretary of the Air Force acquisition excellence plans (priorities to improve cost estimating capability and affordability analysis)
- Office of the Secretary of Defense policy (initiatives on enhanced trade-off analysis, affordability analysis, and cost reduction initiatives)

This program element may include necessary civilian pay expenses required to manage, execute, and deliver weapon system capability. The use of such programs funds would be in addition to the civilian pay expenses budgeted in program element 0605827F, 0605828F, 0605829F, 0605831F, 0605832F, 0605833F, 0605898F, 0606398F. In FY22 $0M was expended for civilian pay expenses in this program element, and in FY23 $0M is forecasted for civilian pay expenses in this program element.

B. Accomplishments/Planned Programs ($ in Millions)	FY 2022	FY 2023	FY 2024 Base	FY 2024 OCO	FY 2024 Total
Title: CEM	4.634	5.121	4.279	0.000	4.279

Exhibit R-2A, RDT&E Project Justification: PB 2024 Air Force		Date: March 2023
Appropriation/Budget Activity 3600 / 7	**R-1 Program Element (Number/Name)** PE 0901538F / *Financial Management Information Systems Development*	**Project (Number/Name)** 675177 / *Cost Estimating Modeling (CEM)*

B. Accomplishments/Planned Programs ($ in Millions)	FY 2022	FY 2023	FY 2024 Base	FY 2024 OCO	FY 2024 Total
Description: Perform knowledge-based studies (KBS) — Develop/modernize cost data, data collection process improvements, collect and analyze data to develop new estimating methods (e.g. statistical tools, cost estimating relationships (CERs), schedule estimating relationships (SERs), technical estimating relationships (TERs)), and perform other gap filling studies for aircraft, UAVs, ballistic and tactical missiles, munitions, electronics and aircraft modifications, ground stations and automated information systems, space, launch vehicles, and crosscutting areas. ACCOMPLISHMENTS: - Developed a detailed plan of action with milestones and resource summaries to complete research across all Air Force weapon system commodities. Among the completed studies and projects were an aircraft systems engineering/ program management dataset with benchmarks, a missile/munitions database/tool with a handbook, benchmark methods, and other cost tools, a dataset on the cost to build and sustain a software factory program including its operational infrastructure, analysis of both cost and non-cost impacts of aircraft engine modularity, survey of selected programs to identify critical operating and support (O&S) cost growth and to determine the reasons for any critical O&S cost growth, and a refresh of the payload and bus satellite sizing relationships accounting for recent technological trends. - Worked with OSD CADE team to implement process improvements, and data design and structure requirements into the CADE system. Developed a functional specification to design and implement a tool to bulk upload documents for the DAF library in CADE. - Integrated finalized products into CADE system repository for sharing with the Air Force and DoD cost community. ***FY 2023 Plans:*** - Initiate as part of the Cost Analysis Data Operating Model efforts to develop and share in an enterprise fashion curated datasets and databases mapped into a standard structure for use by the cost analysis community. - Scrape contract modifications data and use this to develop a benchmark tool that estimates the cost of engineering change orders in the development phase of acquisition programs. Ingest this data into a cloud-based solution and develop data visualizations using business intelligence tools. - Determine the trends and indicators on the rates and manpower of major defense contractors supporting the DAF and compare the manpower/business base assumptions over the years.					

Exhibit R-2A, RDT&E Project Justification: PB 2024 Air Force		Date: March 2023
Appropriation/Budget Activity 3600 / 7	**R-1 Program Element (Number/Name)** PE 0901538F / *Financial Management Information Systems Development*	**Project (Number/Name)** 675177 / *Cost Estimating Modeling (CEM)*

B. Accomplishments/Planned Programs ($ in Millions)	FY 2022	FY 2023	FY 2024 Base	FY 2024 OCO	FY 2024 Total
- Continue the collection of cost, schedule, and technical data on resilient end-to-end ground systems and develop models to estimate the cost of these by cost elements such as software, hardware, and systems engineering/program management. - Update the dataset of contracts capturing cost growth as a function of time and identify potential drivers of cost growth phasing. Develop this into a model used to predict a phasing profile accounting uniquely for contract cost growth. - Assemble and analyze data on the timing, drivers, and cost of upgrades to mission computers found in Air Force aircraft to inform future modernization planning and decision-making efforts. - Characterize the utility of the data collected for commercial or commercial-like items that are becoming an increasing part of the DOD acquisition for large weapon system programs. Assess the gaps to determining reasonable commercial pricing and provide recommendations on approaches to collect data and gain improved pricing insights. - Collect historical program data to fill gaps against defined data collection requirements from previous year efforts and integrate historical data collected into CADE system for central access to all DoD. - Continue to work with OSD CADE team to implement data design and structure requirements and visual analysis tool requirements into CADE system. - Conduct weekly reviews with technical/cost teams and quarterly contractor progress reviews with government cost community.					
FY 2024 Base Plans: - Will continue efforts in support of the Cost Analysis Data Operating Model by prioritizing capability gaps for future development and evaluating current CEM tools that would benefit by migrating to an enterprise solution. - Will continue to collect historical program data to fill gaps against defined data collection requirements from previous year efforts and integrate historical data collected into CADE system for central access to all DoD. - Will direct research to develop integrated datasets with embedded CERs and benchmarks, but with structures that let cost analysts easily and quickly re-normalize data for specialized relationships and benchmarks. - Will initiate studies that are topical/timely or surface from prior research. - Will continue to work with OSD CADE team to implement data design and structure requirements as well as visual analysis tool requirements into CADE system. - Will conduct weekly reviews with technical/cost teams and quarterly contractor progress reviews with entire government cost community.					
FY 2024 OCO Plans:					

Exhibit R-2A, RDT&E Project Justification: PB 2024 Air Force		Date: March 2023
Appropriation/Budget Activity 3600 / 7	**R-1 Program Element (Number/Name)** PE 0901538F / *Financial Management Information Systems Development*	**Project (Number/Name)** 675177 / *Cost Estimating Modeling (CEM)*

B. Accomplishments/Planned Programs ($ in Millions)	FY 2022	FY 2023	FY 2024 Base	FY 2024 OCO	FY 2024 Total
N/A ***FY 2023 to FY 2024 Increase/Decrease Statement:*** FY2024 funding decreased to align fiscal requirements with program schedule.					
Accomplishments/Planned Programs Subtotals	4.634	5.121	4.279	0.000	4.279

C. Other Program Funding Summary ($ in Millions)

N/A

Remarks

N/A

D. Acquisition Strategy

The CEM program performs studies to continuously develop updated cost data and estimating methods and tools, data process re-engineering tools, data structure development tools, and gap filling initiatives. Studies are organized by those that span all acquisition initiatives as well as by the following weapon system types: manned aircraft, UAVs, ballistic missiles, tactical missiles, munitions, electronics and aircraft modifications, ground stations and automated information systems, space and launch vehicles.

The DAF partnered with OSD to host and maintain products on the CADE system. The CADE and CEM partnership is the lead example for data initiatives designed as a response to a congressional-expressed desire for better acquisition outcomes. The partnership provides data/analysis/methods/tools and institutional knowledge at the analysts' fingertips versus the status quo inefficient, ad hoc approach.

CEM contracts are firm-fixed price, cost plus, or hybrid as a combination of fixed price and cost plus, and are awarded through full and open competition following Federal Acquisition Regulation (FAR) guidelines. The DAF provides contract management oversight and direction. Contracted knowledge-based studies progress will be reviewed on a quarterly basis and adjusted as appropriate.

Exhibit R-3, RDT&E Project Cost Analysis: PB 2024 Air Force			Date: March 2023
Appropriation/Budget Activity 3600 / 7	R-1 Program Element (Number/Name) PE 0901538F / *Financial Management Information Systems Development*	Project (Number/Name) 675177 / *Cost Estimating Modeling (CEM)*	

Product Development ($ in Millions)

Cost Category Item	Contract Method & Type	Performing Activity & Location	Prior Years	FY 2022 Cost	FY 2022 Award Date	FY 2023 Cost	FY 2023 Award Date	FY 2024 Base Cost	FY 2024 Base Award Date	FY 2024 OCO Cost	FY 2024 OCO Award Date	FY 2024 Total Cost	Cost To Complete	Total Cost	Target Value of Contract
CEM - CADE System Development/Cost Studies	MIPR	OSD(CAPE) : Pentagon, VA	0.000	1.381	Feb 2022	1.923	Feb 2023	1.933	Feb 2024	-		1.933	0.000	5.237	-
CEM - Other Knowledge-Based Studies	MIPR	Various : Various	0.000	1.040	Jan 2022	0.919	Jan 2023	0.000	Jan 2024	-		0.000	0.000	1.959	-
Cost Estimating Modeling (CEM) Development	C/Various	Tecolote Research : Goleta, CA	0.000	2.213	Sep 2022	2.279	Sep 2023	2.346	Sep 2024	-		2.346	0.000	6.838	-
		Subtotal	0.000	4.634		5.121		4.279		-		4.279	0.000	14.034	N/A

	Prior Years	FY 2022 Cost	FY 2022 Award Date	FY 2023 Cost	FY 2023 Award Date	FY 2024 Base Cost	FY 2024 Base Award Date	FY 2024 OCO Cost	FY 2024 OCO Award Date	FY 2024 Total Cost	Cost To Complete	Total Cost	Target Value of Contract
Project Cost Totals	0.000	4.634		5.121		4.279		-		4.279	0.000	14.034	N/A

Remarks

Exhibit R-4, RDT&E Schedule Profile: PB 2024 Air Force		Date: March 2023
Appropriation/Budget Activity 3600 / 7	**R-1 Program Element (Number/Name)** PE 0901538F / *Financial Management Information Systems Development*	**Project (Number/Name)** 675177 / *Cost Estimating Modeling (CEM)*

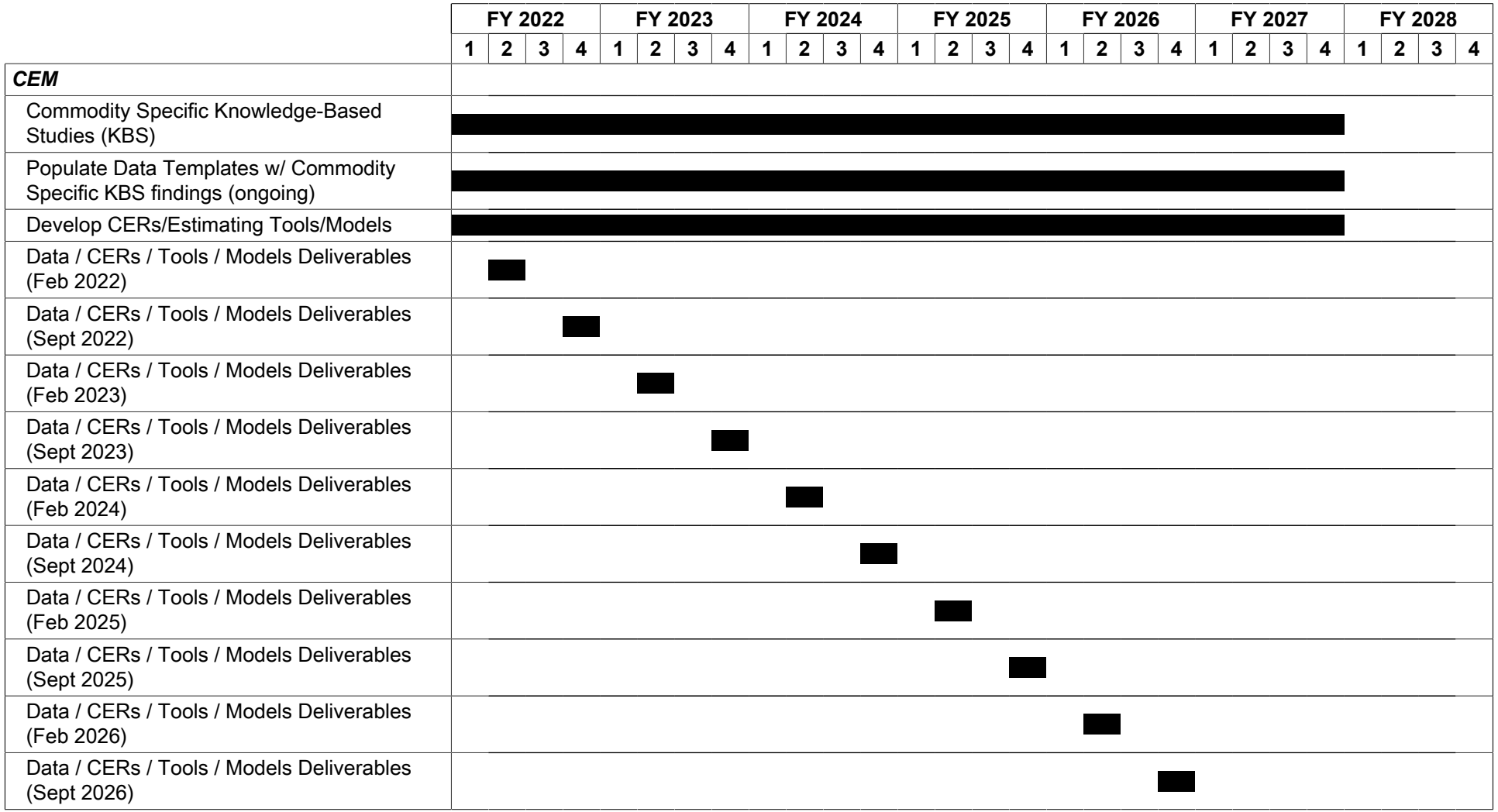

Exhibit R-4, RDT&E Schedule Profile: PB 2024 Air Force		Date: March 2023
Appropriation/Budget Activity 3600 / 7	**R-1 Program Element (Number/Name)** PE 0901538F / *Financial Management Information Systems Development*	**Project (Number/Name)** 675177 / *Cost Estimating Modeling (CEM)*

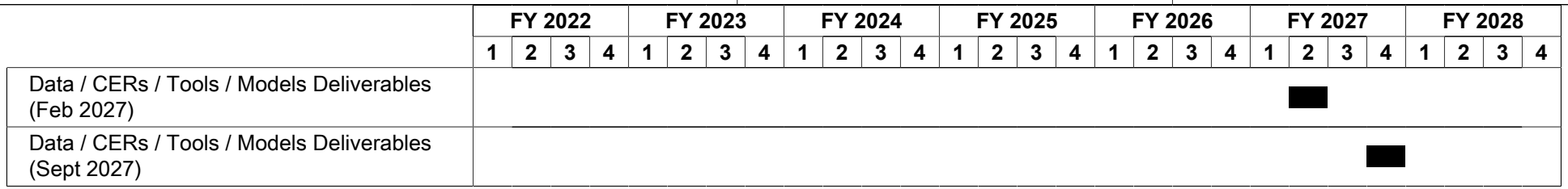

Exhibit R-4A, RDT&E Schedule Details: PB 2024 Air Force		Date: March 2023
Appropriation/Budget Activity 3600 / 7	**R-1 Program Element (Number/Name)** PE 0901538F / *Financial Management Information Systems Development*	**Project (Number/Name)** 675177 / *Cost Estimating Modeling (CEM)*

Schedule Details

	Start		End	
Events by Sub Project	**Quarter**	**Year**	**Quarter**	**Year**
CEM				
Commodity Specific Knowledge-Based Studies (KBS)	1	2022	4	2027
Populate Data Templates w/ Commodity Specific KBS findings (ongoing)	1	2022	4	2027
Develop CERs/Estimating Tools/Models	1	2022	4	2027
Data / CERs / Tools / Models Deliverables (Feb 2022)	2	2022	2	2022
Data / CERs / Tools / Models Deliverables (Sept 2022)	4	2022	4	2022
Data / CERs / Tools / Models Deliverables (Feb 2023)	2	2023	2	2023
Data / CERs / Tools / Models Deliverables (Sept 2023)	4	2023	4	2023
Data / CERs / Tools / Models Deliverables (Feb 2024)	2	2024	2	2024
Data / CERs / Tools / Models Deliverables (Sept 2024)	4	2024	4	2024
Data / CERs / Tools / Models Deliverables (Feb 2025)	2	2025	2	2025
Data / CERs / Tools / Models Deliverables (Sept 2025)	4	2025	4	2025
Data / CERs / Tools / Models Deliverables (Feb 2026)	2	2026	2	2026
Data / CERs / Tools / Models Deliverables (Sept 2026)	4	2026	4	2026
Data / CERs / Tools / Models Deliverables (Feb 2027)	2	2027	2	2027
Data / CERs / Tools / Models Deliverables (Sept 2027)	4	2027	4	2027