DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

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Office Of The Assistant Secretary

MEMORANDUM FOR SEE DISTRIBUTION

FROM: SAF/AQ
1060 Air Force Pentagon
Washington DC 20330-1060

SUBJECT: Present a Competitive Acquisition Strategy at Each Program Milestone

In order to obtain greater efficiency and productivity in defense spending and promote real competition, the USD(AT&L) directed the Services to develop a one-page competitive strategy for all ACAT programs (I, II, and III). Dr. Carter's goal is to influence the acquisition strategy early in the acquisition process. This memo implements AT&L direction throughout Air Force Acquisition and provides guidance on the content of the competitive acquisition strategies. It is meant to be used in addition to the competition guidance already provided in the AFFARS, AFI 63-101, and AFPAM 63-128.

The one-page competitive strategy shall be initially developed for all ACAT programs prior to MS A in concert with and as part of the development of the Technology Development Strategy. It shall be further developed during the Technology Development Phase and be part of the Acquisition Strategy (Life Cycle Management Plan) in preparation for MS B. The one-page Competition Acquisition Strategy will be approved separately from the TDS or Acquisition Strategy, prior to releasing the initial draft Request for Proposal for the program. The one-page competitive strategy will be updated as the program proceeds through the Engineering and Manufacturing Development Phase and be part of the updated Acquisition Strategy (Life Cycle Management Plan) prior to MS C and all follow on program decisions points. The product or logistics center competition advocate for the program will review and coordinate on all one page competition strategies. The competitive strategy shall be briefed at all Acquisition Strategy Panels, Air Force Review Boards, and Defense Acquisition Boards.

The following guidance is provided for the content of the one-page competitive strategy in order to have a more effective and consistent approach for all programs:

1. Summary description of the market research conducted, results of that research, and a list of sources that expressed an interest in competition.
2. Summary description of how the program will obtain technical data, computer software and documentation, and associated intellectual property rights necessary for operation, maintenance, long-term sustainment, upgrades, and future competition. (If unsure of the timing of delivery, consider use of a deferred ordering clause and a data accession list (CDRL) or the use of priced options.)
3. If not acquiring technical data, computer software licenses, or associated intellectual property rights necessary for organic support, a summary of the business case analysis justifying that decision.
4. Description of how competition will be sought, promoted, and sustained. Indicate the potential for breakout for each major component or sub-system, spares, and for support

services. Explain how the program will motivate the contractor to provide opportunities for competition throughout the system's life cycle.

5. Description of how the program office will ensure adequate time for proposal preparation.
6. Description of the barriers to competition and the mitigation strategies. (What barriers need to be removed to compete ("this is what it takes to compete")):
    a. Requirements, schedule, cost (funding) that limits or prohibits competition.
    b. Restrictions on use of technical data, e.g., insufficient technical data rights, or unavailability of technical data packages, e.g., reprocurement data packages.
    c. Lack of qualified sources and/or limited industrial base.
    d. Estimated program costs to promote competition (include costs of advance planning, testing, startup costs, special tooling and associated costs required to gain/maintain competition).
    e. Procurement rate (economic order quantities) required for competition.

Further guidance will be codified in policy as USD(AT&L) and the Services gain experience with the one-page competitive strategy. Compliance with this direction will ensure promotion of real competition at all ACAT levels in the future. The Air Force POC for this memo is AF PM&AE at AF PM&AE.WORKFLOW@PENTAGON.AF.MIL.

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