



Air Force (Non-Space) Integrated Life Cycle Management Framework
Memorandum of Understanding
29 June 2007

Reference: (a) SECAF Memo (attachment), Codifying SAE and AFMC/CC Roles in Integrated Life Cycle Management

On 6 June 2007, SECAF Memorandum, *Codifying Service Acquisition Executive (SAE) and AFMC/CC Roles in Integrated Life Cycle Management*, revised roles for managing weapon systems across their life cycle. This Memorandum of Understanding (MOU) further augments the SECAF vision for an Integrated Life Cycle Management (ILCM) Enterprise that provides seamless governance, transparency and integration of all aspects of weapon system, services, portfolio, enterprise and corporate business processes and tools. In today's constrained environment the ILCM Enterprise must ensure that the AF acquires and sustains the world's foremost air, space, and cyberspace force. The ILCM Enterprise is a principle contributor to satisfy the AF Strategic Objective "Recapitalizing and modernizing our aging aircraft, satellites, and equipment ... to optimize the military utility of our systems to better meet 21st Century challenges."

This MOU expands the operating philosophy for ILCM of weapon systems. It is intended as the framework upon which the Develop and Sustain Warfighting Systems (D&SWS) process initiatives can be implemented, ensuring senior leadership engagement throughout. Updates to this MOU will be published based upon outcomes of ongoing D&SWS sub-process efforts, with an initial planned revision cycle of every 6 months. The ILCM Enterprise is defined as the business systems, services, infrastructure, resource management, and execution necessary for the successful development, fielding and sustainment of weapon systems to satisfy customer requirements. ILCM applies to all non-space acquisition and sustainment programs. Acquisition category (ACAT) programs are identified by SAF/AQ on the Acquisition Programs Master List (APML). Air Force Materiel Command Commander (AFMC/CC) shall develop and maintain a Sustainment Programs Master List (SPML) to identify all sustainment programs.

Our intent is to enable a closer relationship between those organizations critical to successful implementation of the life cycle management mission. A key objective of this vision is to enhance integrated leadership decisional processes for requirements, technology, acquisition, test, and sustainment across Headquarters Air Force (HAF)/Secretariat of the Air Force (SAF) and Major Commands (MAJCOMs). This includes enabling the Program Executive Officers (PEOs) to work as an integral part of AFMC while continuing to report directly to the SAE and execute their fiduciary responsibilities under law. For the purposes of acquisition program execution and management, the authority, responsibility, and accountability of the SAE and the PEO remain unchanged. Similarly, AFMC/CC will have more direct involvement into requirements formulation, continuous capability and technology planning, and acquisition strategies with a focus of enhancing program success while balancing performance,

sustainment, readiness, and affordability. All ILCM stakeholders shall meet the intent of this memorandum within the context of existing statute and policy.

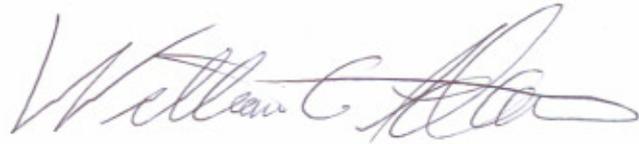
PEOs and Air Logistic Centers Commanders (ALC/CC) are responsible for total life cycle management of assigned programs. All programs on the APML shall be assigned a PM, reporting to a PEO, with total life-cycle management responsibilities for those assigned programs. The reporting chain for PEOs/Program Managers to the SAE is unchanged. Management responsibility flows directly, without intervention, from the SAE to the PEOs and PMs. They are responsible for, and have authority to accomplish portfolio/program objectives for development, production, and sustainment to meet warfighter's operational needs. The PMs will work closely with all other ILCM elements to design and execute sustainment strategies that are both effective for the PM's system as well as synergized with larger Air Force sustainment concepts. To support the PEO/PM, a System Sustainment Manager (SSM) may be established and assigned responsibilities for program sustainment. Similarly all programs captured in the SPML shall be assigned a PM, reporting to an ALC/CC, with total life-cycle management responsibilities. For programs transferring to an ALC the respective PEO and ALC/CC will develop detailed transition plans documenting terms of reference and agreements. In all programs, supported and supporting command relationships will be developed to best support management of each weapon system at all points in the lifecycle.

Governance of the ILCM Enterprise will be provided through an Executive Forum. Current portfolio and program execution remain unchanged. The ILCM Executive Forum will provide a tool for enterprise and corporate reviews and decisions and is intended to replace existing, stove-piped forums. This forum will orchestrate multidisciplinary agendas that will balance and integrate critical performance and long term tradeoffs across all weapon and IT business systems, service delivery, organizational processes, resources, infrastructure, and expectations management throughout the life cycle. Forum standing members will consist of SAF/AQ, SAF/IE, AFMC/CC, and AF/A4/7, with participation from other offices as appropriate. The SAE will chair all ILCM Executive Forum meetings or may delegate the chairmanship and decision authority when permitted by statute or regulation or when appropriate. As the Executive Forum matures, standing membership may expand to include additional life cycle stakeholders. Forum agendas will address specific subject matter within the overall ILCM Enterprise and focus on balancing and integrating critical performance and long-term trade-offs at the AF level. The D&SWS Oversight Command and Control team will designate an Enterprise Forum Secretariat responsible for scheduling, designating team leads and setting objectives and expectations for forum meetings.

The vision for AFSO21 is to establish techniques and changes to our day-to-day processes to fully integrate continuous improvement into all we do across the Air Force. As we make further progress in D&SWS, additional guidance will be forthcoming. We want to ensure we are also driving efficiencies and improvements across the board, not chasing optimized, local solutions. We will use the right tools and techniques to see and attack problems and identify opportunities for improvement, and we will continue to use our greatest resource in doing so – innovative, dedicated Airmen and world-class leadership.



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