



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE

3015 DEFENSE PENTAGON
WASHINGTON, DC 20301-3015

APR 23 2010

MEMORANDUM FOR DAB MEMBERS AND ADVISORS

SUBJECT: Preparation for Defense Acquisition Board (DAB) Meetings, DAB Readiness Meetings (DRM), and DAB Planning Meetings (DPM)

The USD (AT&L) has tasked me to review our internal processes including those associated with DAB preparation and how DABs are conducted. My goal is to ensure that programs are adequately reviewed far enough before a DAB so that all issues associated with the desired DAB decision can be identified and hopefully resolved prior to the DAB. Any issues that cannot be resolved prior to the DAB should be well defined and presented with the relevant data needed to decide on a course of action among the available alternatives. Resolving any remaining issues should be the focus of the DAB meeting itself.

In order to ensure DAB meetings focus on issues and the data that affects issue resolution, I will hold a DAB Readiness Meeting (DRM) approximately two work weeks before each scheduled DAB. The DRM will focus on the purpose of the DAB, discuss and consider any outstanding issues on the specific program(s), and determine the readiness of the program(s) to proceed to a DAB for a discussion/decision. The DRM will be attended by the DAB Executive Secretary, OIPT lead, a service lead, and representatives of any cognizant organizations having open issues with the requested DAB decision. Based upon the results of that meeting, I will determine whether to proceed as scheduled, to postpone the DAB while additional information is obtained, or to direct the decision be made by Acquisition Decision Memorandum alone without a formal DAB meeting (a "paper" DAB). If there are no issues associated with a requested DAB review and MDA decision, then a formal meeting should not be necessary.

If a DAB is conducted, the OIPT leader will present the results of the OIPT review and identify any issues that have not been resolved. The DAB Executive Secretary will coordinate the read ahead and should include the OIPT chair's report and recommendations, and an input from any office having an issue associated with the proposed decision documenting its concerns. At the DAB, the OIPT chair will present a checklist of all exit criteria, open action items from previous ADMs, and required documentation with the status of each. The OIPT lead will identify the lead office(s) certifying that these items have all been completed satisfactorily and identifying areas of open issues. Any exit criteria that has not been met will always

constitute an open issue for DAB discussion. Any required milestone documentation that has not been provided and any specific action assigned by the MDA that has not been completed will also always constitute issues for discussion. The cognizant office raising the issue or the OIPT chair, at the discretion of the cognizant office, will present the issue and the service or agency responsible for the program under consideration will present the service or agency position and rationale. All DAB participants shall ensure that knowledgeable staff or experts are present at the DAB to discuss issues.

In addition to the DAB Readiness Meeting, I will conduct a DAB Planning Meeting (DPM) with the OIPT chair and a service or agency representative early in the DAB preparation process to discuss the pending decision and any open issues that may be anticipated to exist at the time of the DAB. The OIPT chair, in coordination with the relevant service or agency will schedule this meeting, which will nominally be at least two months before the DAB is scheduled. The purpose of this meeting is to expedite the entire process by identifying any new information requirements to support the decision, any alternatives that may need significant preparation time or analysis, and any actions needed to deal with major concerns that have already been raised.

The nominal timeline (in business days) to support the DPM, DRM and DAB is listed below:

- 0 – DAB
- 5 – DAB Read-ahead submitted
- 10 – DRM
- 15 – OIPT Report submitted
- 20 – OIPT conducted
- 30 – Final Document Check to Support OIPT
- 40 – DPM
- 45 – Submittal of Final Documents Due to OSD

Content for the DRM will be specific to the decision sought for the particular program and will be issue-focused. Examples of potential content are attached. DRM participants should come to the meeting prepared to discuss any outstanding issues in their respective functional areas and to affirm compliance with statutory and relevant regulatory requirements.

Content for the DPM will be at the discretion of the OIPT Chair and service (or agency) presenting the program for DAB review.

The OIPT Chair will conduct meetings and form working groups as needed to support the DAB preparation process.

This guidance is effective immediately.

A handwritten signature in black ink, appearing to read 'Frank Kendall', with a long horizontal line extending to the right.

Frank Kendall

Attachment:
As stated

MDD Potential Topics

- Entrance Criteria
 - Approved ICD—JS
 - Identification of promising technologies and design concepts—DDR&E
 - Approved AoA Study Guidance—CAPE
 - Full funding for Material Solution Phase—CAPE
 - Affordability constraints—CAPE, OIPT Lead, and Comptroller
- Preliminary CONOPS & Operational Risk—JS
- Sufficiency of AoA Guidance—CAPE and OIPT Lead
- Industrial Base Considerations—Industrial Policy
- Intel Support Considerations—USD(I)

MS A (entry into TD phase) Potential Topics

- Entrance Criteria—OIPT Lead
 - Completed AoA—CAPE and OIPT Lead
 - Proposed Material Solution—CAPE and OIPT Lead
 - Full Funding for Technology Development Phase—Comptroller, ARA, and CAPE
- Compliance with MDD ADM Direction—ARA and OIPT Lead
- Affordability/Funding Issues—CAPE, Comptroller, ARA, and OIPT Lead
- Independent Cost Estimate—CAPE
- Cost Target—CAPE, ARA, OIPT Lead, and Comptroller
- IOC Target—JS and OIPT Lead
- 2366a Certification Recommendation—ARA
- Systems Engineering Issues/Systems Engineering Plan—DSE
- Design Concept Justification and Risk Mitigation Plan—DDR&E
- Testing Planning and Resources/Test & Evaluation Strategy—DDT&E and DOT&E
- Technology Development Strategy Sufficiency/Issues—ARA
 - Acquisition Approach—DPAP, ARA, and OIPT Lead
 - Cooperative Opportunities—IC
 - Data Management Strategy—L&MR and DDR&E
 - Competitive Prototyping—DSE
 - Contracting Strategy and Incentives—DPAP and OIPT Lead
- Technology Risk—DDR&E
- Preliminary Design Review Planning—DSE
- Clinger-Cohen Act Compliance—NII
- Earned Value Management System—PARCA
- Industrial Base Considerations—Industrial Policy
- Intel Support Issues—USD(I)

MS B (entry into EMD) Potential Topics

- EMD Entrance Criteria—OIPT Lead
 - Technology Maturity (including software)—DDR&E
 - Approved Requirements (CDD)—Joint Staff
 - Full Funding—Comptroller, ARA, and CAPE
- Program-specific Exit Criteria (Technology Development Phase)—OIPT Lead
- Compliance with Direction from Previous ADM(s)—ARA and OIPT Lead
- Compliance with program-specific statutory language (if applicable)—OIPT Lead
- Requirements/Capability Issues—JS, OIPT Lead, DDR&E, and CAPE
- Technology Readiness Assessment—DDR&E
- New or Modified Waveforms—NII/CIO
- Affordability/Funding Issues—Comptroller, ARA, and CAPE
- Independent Cost Estimate—CAPE
- 2366b Certification Recommendation—ARA
- Systems Engineering Issues/Systems Engineering Plan—DSE
- Program Risk Assessment Including Integration Risk and Manufacturing Risk—DSE and OIPT Lead
- Testing Issues/TEMP—DDT&E and DOT&E
- Acquisition Program Baseline Issues—ARA
- Acquisition Strategy Sufficiency/Issues—ARA and DPAP
 - Competitive Prototyping—DSE
 - Contracting Issues/Contract Type Selection/Incentives (Section 818, P.L. 109-364)—DPAP
 - Life Cycle Sustainment Plan—L&MR
 - Data Management Strategy—DSE and L&MR
 - Industrial Base Capabilities—Industrial Policy
 - Cooperative Opportunities—IC

- Preliminary Design Review Assessment Report—DSE
- Information Support Issues/ISP—NII/CIO
- Adequacy of Manpower Estimate—USD(P&R)
- Intel Support Issues—USD(I)
 - System Threat Assessment Report—DIA
 - Life Cycle Signature Support Plan—USD(I) and DDR&E
 - Program Protection Plan—USD(I)
- Compliance with CBRN survivability—DDR&E
- Earned Value Measurement System—PARCA
- Industrial Base Considerations—Industrial Policy

MS C (entry into LRIP) Potential Topics

- LRIP Entrance Criteria
 - Approved Requirements (CPD)—Joint Staff
 - Acceptable Performance in DT&E including KPP demonstration—DDT&E and OIPT Lead
 - Mature Software Capability—DSE and DDT&E
 - No Significant Manufacturing Risks—DSE
 - Manufacturing Processes under control—DSE
 - Refined Integrated Architecture—DSE
 - Acceptable Interoperability—DSE and NII
 - Acceptable Operational Supportability—L&MR
 - Affordability Throughout the Lifecycle—Comptroller, ARA, and CAPE
 - Full Funding—Comptroller, ARA, and CAPE
 - Properly Phased for Rapid Acquisition—DDR&E
- Program-specific Exit Criteria (EMD Phase)—OIPT Lead
- Compliance with Direction from Previous ADM(s)—ARA and OIPT Lead
- Compliance with program-specific statutory language (if applicable)—OIPT Lead
- Requirements/Capability Issues—JS and CAPE
- Technology Readiness Assessment—DDR&E
- Affordability/Funding Issues—Comptroller, ARA, and CAPE
- Independent Cost Estimate—CAPE
- Systems Engineering Issues/Systems Engineering Plan—DSE
- Program Risk Assessment—DSE and OIPT Lead
- Testing Issues/TEMP—DDT&E and DOT&E
- Acquisition Program Baseline Issues—ARA
- Earned Value Management Issues—DCMA, OIPT Lead, and PARCA
- Compliance with CBRN survivability—NCB

- Acquisition Strategy Sufficiency/Issues—ARA
 - Contracting Strategy—DPAP
 - Life Cycle Sustainment Plan—L&MR
 - Data Management Strategy—DSE and L&MR
 - Industrial Base Capabilities—Industrial Policy
 - Cooperative Opportunities—IC
 - Military Equipment Valuation—ARA
- Preliminary Design Review Assessment Report—DSE
- Intel Support Issues—USD(I)
 - System Threat Assessment Report—USD(I) and DIA
 - Life Cycle Signature Support Plan—USD(I) and DDR&E
 - Program Protection Plan—USD(I)
- Information Support Issues/ISP—NII
- Clinger-Cohen Act Compliance—NII
- Determination of LRIP Quantities—OIPT Lead
- Environmental Concerns/PESHE—I&E
- Adequacy of Manpower Estimate—USD(P&R)

Full Rate Production or Full Deployment Potential Topics

- FRP/FD Entrance Criteria—OIPT Lead
 - Demonstrated Control of the Manufacturing Process—DDR&E
 - Acceptable Reliability—DDR&E
 - Collection of Statistical Process Control Data—DDR&E
 - Demonstrated Control & Capability of Critical Processes—DDR&E
 - Completion of IOT&E—DOT&E
 - Beyond LRIP Report—DOT&E
 - Live Fire Test & Evaluation Report submittal (if applicable)—DOT&E
- Program-specific Exit Criteria (from LRIP)—OIPT Lead
- Compliance with Direction from Previous ADM(s)—ARA and OIPT Lead
- Program-specific statutory language (if applicable)—OIPT Lead
- Program Assessment—PARCA
- Independent Cost estimate—CAPE
- Clinger-Cohen Act Compliance—NII/CIO
- Environmental Concerns (PESHE)—I&E
- Post Implementation Review—L&MR
- Manpower Estimate Sufficiency—USD(P&R)
- APB issues—ARA
- Earned Value Management Issues—PARCA, DCMA, and OIPT Lead
- Acquisition Strategy Sufficiency Issues
 - LCSP—L&MR
 - Data Management Strategy—L&MR and DDR&E
 - Military Equipment Valuation—ARA
- Testing Issues/TEMP/Operational Test Agency Report—DOT&E and DDT&E

IPR Potential Topics

- TBD—Issues specific to the reason for the IPR