



SECRETARY OF THE AIR FORCE
WASHINGTON



JUN - 6 2007

MEMORANDUM FOR ALMAJCOM-FOA-DRU/CC

SUBJECT: Codifying Service Acquisition Executive (SAE) and AFMC/CC Roles in Integrated Life Cycle Management

References: (a) SECAF and AFMC Memo dated 29 Jun 05, Program Executive Officer Realignment-Phase II-Roles and Responsibilities Clarification
(b) CSAF Memo dated 23 Jul 03, Organization for Acquisition

With weapon systems remaining longer in our inventory and the recognized need for an increased focus on planned block changes, our priorities in acquisition strategy planning must include establishing valid requirements and realistic acquisition logistics and technology planning early in our programs. Developing processes that avoid requirements creep, technology overreach, produce realistic sustainment plans and life cycle cost estimates requires us to adjust our processes and take an Integrated Life Cycle Management view.

The Commander, Air Force Materiel Command (AFMC/CC) is the process owner for the Develop and Sustain Warfighting Systems (D&SWS) process under AFSO21. Working with the Assistant Secretary of Air Force (Acquisition), they have developed the D&SWS vision of streamlined and integrated life cycle management and conceptualized an executive forum to ensure all key stakeholders can provide advice when a life cycle decision is being made. In support of that vision, this memorandum provides guidance on ILCM responsibilities and directs the establishment of new operating concepts targeted at improving our life cycle management of our weapon system programs. Our intent is to drive an enterprise focus on comprehensive Life Cycle Management, from capability planning through technology development, acquisition, test, and all sustainment activities. In order to achieve this vision, I am revising roles to add the following to those that currently exist.

AFMC/CC will:

- Support the CSAF and MAJCOM/CCs by recommending phasing and adjustment of requirements to ensure operationally acceptable increments or blocks of capability are fielded in a timely manner.
- Support the SAE, CSAF, and MAJCOM/CCs, by monitoring and controlling weapon system requirements baselines from Milestone A to fielding, and will attest to requirements feasibility prior to all Milestone decisions

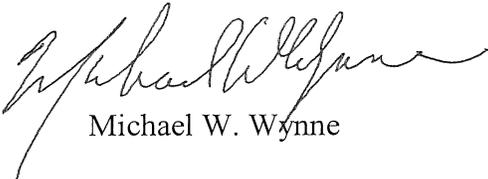
- Support the SAE by reviewing acquisition strategies, Life Cycle Management Plans, Test and Evaluation Master Plans, Technology Readiness Assessments and Programmatic Environment Safety and Occupational Health Evaluation plans to ensure robust enterprise-sensitive planning, and will make recommendations supporting all milestone decisions as required throughout the life cycle.

Service Acquisition Executive will:

- Assume integrating leadership role of life cycle management executive forums being proposed through AFSO21 and/or D&SWS efforts. This authority may be delegated as appropriate.

The integrated life cycle management vision and forums do not alter existing legislated responsibilities and authorities (i.e. USC Title 10, DoDD 5000, etc.) that I have previously delegated. For example, the SAE, Senior Procurement Executive (SPE), and Head of Contracting Activity (HCA) responsibilities of the Assistant Secretary of the Air Force for Acquisition remain as codified in law. The SAE is the single civilian official with full-time responsibility for all non-space Service acquisition functions with the authority, responsibility, and accountability for acquisition program execution and management. For purposes of defining SAE responsibilities, this includes lifecycle acquisition of systems and services processes from pre-Milestone A to weapon systems retirement. This includes research, development, test, evaluation, production and delivery of new systems, or significant modifications to existing systems. Management responsibility flows directly, without intervention, from the SAE and Milestone Decision Authority to the Program Executive Officers (PEOs) to System Program Managers (SPMs). PEO, ALC/CC, System Program Manager, Development System Manager and System Sustainment Manager responsibilities will be established to support this vision. Supported and supporting command relationships will be developed to best support management of each weapon system at all points in the lifecycle.

AFMC/CC, as the D&SWS process owner, has full authority to recommend adjustments to processes across the entire life cycle which should be coordinated with all stakeholders with any disconnects arbitrated at the AFSO21 Process Council. A tighter integration between SAF/AQ, SAF/IE, AF/A4/7 and AFMC will ensure both the requirements/acquisition strategy mix and processes are congruent throughout the life cycle of our weapon systems. The Assistant Secretary of Air Force (Acquisition), working with Air Force Materiel Command, SAF/IE and AF/A4/7, will establish the details of new operating philosophy targeted at improving our life cycle management of weapon systems.



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