



DEPARTMENT OF THE AIR FORCE

HEADQUARTERS AIR FORCE MATERIEL COMMAND
WRIGHT-PATTERSON AIR FORCE BASE, OHIO

MEMORANDUM FOR SEE DISTRIBUTION

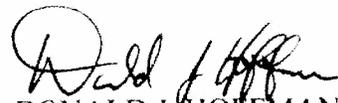
MAR 30 2010

FROM: AFMC/CC
4375 Chidlaw Road
Wright-Patterson AFB OH 45433-5001

SUBJECT: Guidance Memorandum - The AFMC Role in the Requirements Process

1. The attached guidance supports Air Force Instruction (AFI) 10-601, *Capabilities-Based Requirements Development*, and implements AFI 63-101 (*Acquisition and Sustainment Life Cycle Management*) and the 9 Apr 09 SECAF Guidance Memorandum – Service Acquisition Executive (SAE) and AFMC/CC Capability Development Documents (CDD) Certifications. This guidance will be published in an AFMC Instruction at a future date.

2. Our point of contact for this memorandum is Ms. Cynthia Himes, HQ AFMC/A5CE, DSN 787-3436, (937) 257-3436, cynthia.himes@wpafb.af.mil.


DONALD J. HOFFMAN
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Commander

Attachment:
AFMC Guidance for AFMC Role
In the Requirements Process

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ATTACHMENT 4

SECAF Guidance Memorandum



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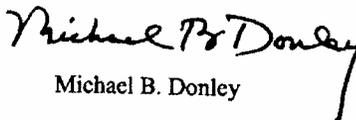
MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Guidance Memorandum - Service Acquisition Executive (SAE) and AFMC/CC Capability Development Documents (CDD) Certifications

Recent source selection protests have highlighted an occasional lack in continuity between the required capabilities as stated in CDDs, and system specifications and evaluation criteria. Consequently, to promote the likelihood of successful contract award in future source selections, I will require the SAE and AFMC/CC to certify "early CDDs" and CDDs for major programs under their oversight concurrently with their presentation to the Air Force Requirements for Operational Capabilities Council (AFROCC). The SAE and AFMC/CC will certify that the required capabilities can be translated for evaluation in a source selection in a clear and unambiguous way. Additionally, the SAE and AFMC/CC will certify the capabilities are prioritized, if appropriate, and organized into feasible increments of capability.

This guidance memorandum expands the responsibilities of the SAE and AFMC/CC as defined in AFI 10-601, Capabilities Based Requirements Development. Compliance with this memorandum is mandatory and effective immediately. This memorandum remains valid until publication of an Interim Change or rewrite of AFI 10-601, Capabilities Based Requirements Development, and/or AFI 63-101, Operation of Capabilities Based Acquisition System, that incorporates this direction. To the extent the direction herein may be inconsistent with other Air Force publications; this memorandum prevails in accordance with AFI 33-360 Publications and Forms Management.

My points of contact for this memorandum are from SAF/AQ, Lt Col Chris Beverly, jon.beverly@pentagon.af.mil, DSN 224-5178 and from AF/A3/5, Lt Col Robert Broady, Robert.Broadly@pentagon.af.mil, DSN 224-0768.


Michael B. Donley

AFMC GUIDANCE

for

THE AFMC ROLE IN THE REQUIREMENTS PROCESS

This guidance supports Air Force Instruction (AFI) 10-601, *Capabilities-Based Requirements Development*, and implements AFI 63-101 (*Acquisition and Sustainment Life Cycle Management*) and the attached 9 Apr 09 SECAF Guidance Memorandum – Service Acquisition Executive (SAE) and AFMC/CC Capability Development Documents (CDD) Certifications. This guidance will be published in an AFMC Instruction at a future date.

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CHAPTER 1

1.0 IMPLEMENTATION CONCEPT

1.1 Purpose

1.1.1 This guidance is to define the roles, processes, and products of Air Force Materiel Command (AFMC) in support of Secretary of the Air Force (SECAF) direction for an expanded role for AFMC in the Air Force operational requirements process. This policy applies to non-space programs. The AFMC role is documented in AFI 63-101 and will be included in AFI 10-601 during the next revision.

1.1.2 Recent reviews of the AF acquisition system and source selection lessons learned have highlighted the need to strengthen the role between requirements and acquisition. In support of this process, HQ AFMC has been given an expanded role in operational requirements as described in the following paragraphs.

1.1.2.1 HQ AFMC has assumed additional roles in the requirements process. Per AFI 63-101, AFMC/CC will:

- Support the Chief of Staff of the Air Force (CSAF) and Major Command (MAJCOM) Commanders by recommending phasing and adjustment of requirements to ensure operationally acceptable increments or blocks of capability are fielded in a timely manner.

- Support the Service Acquisition Executive (SAE), CSAF, and MAJCOM/CCs, by monitoring and controlling weapon system requirements baselines from Milestone A (MS A) to fielding. Prior to all milestone decisions, will attest a program's requirements are technically achievable and executable within the estimated schedule and budgeted cost.

1.1.2.2 Further direction was issued in the 9 Apr 09 SECAF Guidance Memorandum which requires the SAE and AFMC/CC to certify Capability Development Documents (CDDs) for major programs under their oversight concurrently with presentation to the Air Force Requirements Oversight Council (AFROC). The SAE and AFMC/CC will certify required capabilities can be translated for evaluation in a source selection in a clear and unambiguous way, and the capabilities are prioritized, if appropriate, and organized into feasible increments of capability.

1.2 Introduction

1.2.1 In order to carry out the above direction, HQ AFMC will leverage the AFROC to evaluate operational requirements for Acquisition Categories (ACAT) I, II, and III programs. The AFROC provides the opportunity for AFMC to assess requirements feasibility and the ability to successfully translate requirements into source selection criteria prior to validation of a MAJCOM sponsor's operational requirements document. If adjustments to a document are necessary to ensure requirements are feasible, they can be made prior to AFROC validation.

Validation of operational requirements by the AFROC or Joint Requirements Oversight Council (JROC) as applicable is an entrance criterion for Milestone decisions. At the AFROC, AFMC will either certify or endorse requirements feasibility as described below:

1.2.1.1 “Certification” describes the AFMC and SAE determination that capabilities documented in ACAT I CDDs and non-delegated ACAT II CDDs can be translated for evaluation in a source selection in a clear and unambiguous way, and the capabilities are prioritized, if appropriately, and organized into feasible increments of capability. Certification memos are signed by AFMC/CC and the SAE. AFMC will engage with the SAE to determine a joint position.

1.2.1.2 “Endorsement” describes the AFMC determination that requirements are technically achievable and executable within the estimated schedule and budgeted life-cycle cost for delegated ACAT II CDDs, ACAT III CDDs, and all Capability Production Documents (CPDs). Endorsement memos are signed by HQ AFMC/A2/5.

1.2.2 AFMC will further endorse requirements feasibility during Milestone decisions, such as during Air Force Review Boards (AFRBs). The AFRB is ideal for updating the requirements endorsement, since it is the formal Milestone decision event occurring after the AFROC. SAF/AQ has included the AFMC requirements endorsement statement in their AFRB briefing template. If an endorsement or certification was recently provided (for example, less than a year ago) in support of an AFROC, a revised endorsement may not be required at a Milestone review.

1.2.3 AFMC will monitor program performance using existing forums and acquisition reporting systems to assess impacts to requirements baselines. Forums include AFRBs, Configuration Steering Boards (CSBs), and Acquisition Strategy Panels (ASPs) as well as reporting tools such as Probability of Program Success (PoPS) and System Metric and Reporting Tool (SMART).

1.2.4 As requirements issues arise during program execution and throughout the life cycle, HQ AFMC will engage with the Program Manager (PM) or System Program Manager (SPM) and MAJCOM sponsor as needed to monitor and stabilize weapon system requirements. Likewise, the PM/SPMs should notify HQ AFMC and the Program Executive Officer (PEO) when requirements issues arise that may require AFMC intervention (e.g., adding new or expanding existing operational requirements, funding cuts that affect the PM’s ability to acquire the capability, technical issues affecting Technology Readiness Levels (TRLs)/Manufacturing Readiness Levels (MRLs)).

1.3 Scope

1.3.1 The term "requirements" refers to Air Force-sponsored operational requirements developed under the Joint Capabilities Integration and Development System (JCIDS) described in Chairman, Joint Chiefs of Staff Instruction (CJCSI) 3170.01G, *Joint Capabilities Integration & Development System*, and the JCIDS Manual, *Manual for Operation of the JCIDS*.

1.3.2 Requirements documents to be endorsed or certified include the following:

1.3.2.1 CDDs (Support Milestone B).

1.3.2.2 CPDs (Support Milestone C).

1.3.3 AFMC does not intend to endorse requirements feasibility for an Initial Capabilities Document (ICD) in support of Milestone A. There is not a baseline of requirements in an ICD (i.e., technical, cost, schedule) to evaluate.

1.3.4 Requirements for fielded systems (beyond Milestone C and in sustainment) are documented using AF Form 1067, *Modification Proposal*. Applicability for usage of the AF Form 1067 is based upon the thresholds established in AFI 10-601. The PM/SPM will endorse requirements feasibility on AF Forms 1067.

1.3.5 Requirements feasibility is characterized as: ***The requirements are technically achievable and executable within the estimated schedule and budgeted life-cycle cost.*** The summation of the below elements will be evaluated by the PM/SPM to determine whether the capability can be delivered to the customer within the technical, schedule, and cost constraints on the program. Characteristics of each element are described below:

1.3.5.1 Technically Achievable: This element evaluates the PM/SPM's confidence that the Key Performance Parameters (KPPs), Key System Attributes (KSAs), and other Attributes have been defined sufficiently to provide a stable baseline for development through Initial Operational Capability (IOC) and that required critical technologies have achieved expected maturity levels (TRLs/MRLs) commensurate with the milestone decision.

1.3.5.2 Estimated Schedule: This element evaluates the PM/SPM's confidence in meeting upcoming major schedule events such as contained in the Integrated Master Schedule (IMS) or Acquisition Program Baseline (APB), if available.

1.3.5.3 Budgeted Life Cycle Cost: This element evaluates whether the program is fully funded across the Future Years Defense Program (FYDP). Evaluates the PM/SPM's confidence in the cost estimate and describes the source of the cost estimate (e.g., program office, independent estimate, other). Cost confidence level is expressed as a percent.

1.3.5.4 Other Elements Evaluated:

1.3.5.4.1 Overall Program Risk: Evaluates program risk and risk mitigation. Standard risk reporting matrices, as required in accordance with AFI 63-101, will be required from the program office.

1.3.5.4.2 Support to Source Selection: Evaluates whether the required capabilities can be translated for source selection evaluation in a manner which is clear and unambiguous.

1.3.5.4.3 Resources: Evaluates the availability of resources (e.g., personnel, facilities) to support the acquisition.

1.3.5.4.4 Measurable and Testable: Evaluates whether requirements (particularly KPPs, KSAs, and other attributes) are measurable and testable.

1.3.6 The above information is documented in the Requirements Feasibility Template at Atch 1 which will be completed by the PM/SPM, coordinated with the PEO, and provided to HQ AFMC to support the AFMC certification or endorsement of requirements feasibility during the AFROC and at milestone decision points, such as the AFRB.

1.3.7 In order to portray key requirements elements, a copy of the MAJCOM sponsor's JROC directed Quad Chart (Atch 2) will be included with the Requirements Feasibility Template for CDDs and CPDs. The Operational Capability Requirements Directorate, AF/A5R, requires the PM/SPM attend and brief the Quad Chart at the AFROC. SAF/AQ has also included the Quad Chart and the AFMC requirements endorsement statement in their AFRB briefing template.

1.3.8 The intention of this policy is to address operational requirements contained in the AF-sponsored CDDs and CPDs. However, the feasibility assessment is a point-in-time declaration. As programs progress through the acquisition life cycle, the requirements will be monitored and the AFMC feasibility assessment may change at the next reporting event (AFROC or AFRB). Lower-level requirements, such as changing program attributes and funding perturbations that occur as programs progress through the life cycle may influence those at the top level (KPPs, KSAs). These lower-level requirements will be monitored between Milestone events to evaluate impacts to top-level requirements.

1.4 Applicability

1.4.1 This policy applies to HQ AFMC staff and field organizations (e.g., Center, Wing/Directorate, Group/Division, Squadron/Branch) including special programs that manage ACAT I, II, or III programs of record.

1.4.2 Program Manager (PM)/System Program Manager (SPM) Role:

1.4.2.1 In accordance with AFI 63-101, the PM or SPM is the Department of Defense Directive (DoDD) 5000.01, *The Defense Acquisition System*, designated individual with responsibility for and authority to accomplish program objectives for development, production, and sustainment to meet the user's operational needs. For systems in acquisition, the PM/SPM is accountable for credible cost, schedule, performance, and materiel readiness to the Milestone Decision Authority (MDA). For purposes of this guidance, the term PM/SPM applies to the Product or Logistics Center person designated with overall program management responsibility as defined in DoDD 5000.01.

1.4.2.2 During early program phases, such as pre-Milestone A, there may not be a PM/SPM assigned in a program office. In this case, the assigned program manager in the lead Product Center XR is assumed to carry out the above PM/SPM responsibilities.

1.4.2.3 In order for AFMC/CC to perform the SECAF directed role, AFMC will look to the PM/SPM for insight into technical, schedule, cost, and risk elements of the program as it proceeds through its life cycle. The AFMC requirements role will provide the PM/SPM an avenue through HQ AFMC for articulating requirements issues and concerns that may impact the PM/SPM's ability to acquire and deliver warfighter capability on time and within cost.

1.4.2.4 Providing required requirements feasibility information to HQ AFMC is intended to complement, not conflict with, the PM/SPM's reporting chain to the PEO (or Designated Acquisition Official (DAO) as applicable). The AFMC requirements role is intended to help stabilize requirements baselines, thereby increasing the probability of program success. In order to ensure the PEO/DAO is informed of the requirements feasibility position being provided to AFMC/CC, the PM/SPM shall obtain PEO/DAO coordination on the feasibility template.

1.4.2.5 When a requirements document is issued by AF/A5R for review and comment, HQ AFMC will request the Lead Center identify the PM/SPM and provide him/her the Requirements Feasibility Template to complete. When the document appears on the AFROC agenda the PM/SPM will be requested to update the information to support AFMC endorsement or certification. The information requested from the PM/SPM is intended to come from existing program data and require no additional analysis prior to submission to HQ AFMC. However, additional details or documentation to clarify information provided may be required.

1.5 Implementation. This guidance is effective immediately and will be incorporated into an AFMC Instruction at a later date.

1.6 Requirements Process

1.6.1 The USAF requirements process continuum is represented in Figure 1. Per AFI 10-601, requirement document descriptions are as follows:

1.6.1.1 ICD. The ICD documents the need for a materiel approach, or an approach that is a combination of materiel and non-materiel, to satisfy specific capability gaps/shortfalls.

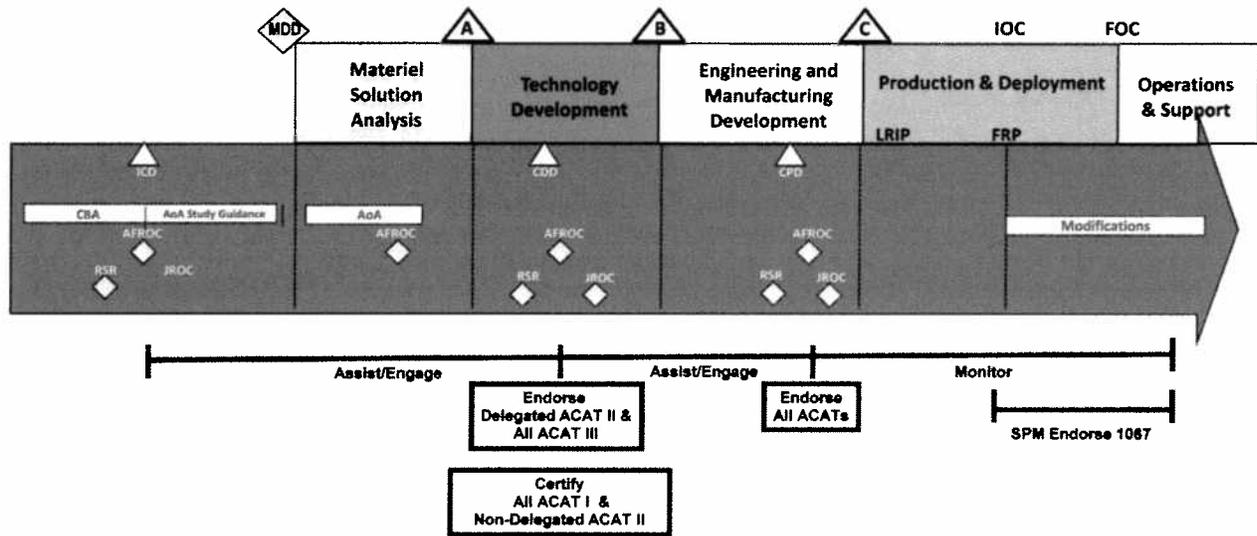
1.6.1.2 CDD. The CDD supports a single affordable increment of useful military capability based on a mature technology and defines the information necessary to support program initiation. It provides the operational KPPs, Key System Attributes (KSAs) and other attributes necessary to design and sustain the proposed system.

1.6.1.3 CPD. The CPD provides firm, measurable, and testable requirements for the Production and Deployment Phase of an acquisition program.

1.6.1.4. AF Form 1067 Modification Proposal. An AF Form 1067 documents the submission, review, and approval of requirements for modifications to fielded Air Force systems.

AFI 63-101 Chapter 8 contains instructions and criteria on the development, coordination, and approval of a Form 1067. AFI 63-131, *Modification Program Management*, contains additional information on the modification process.

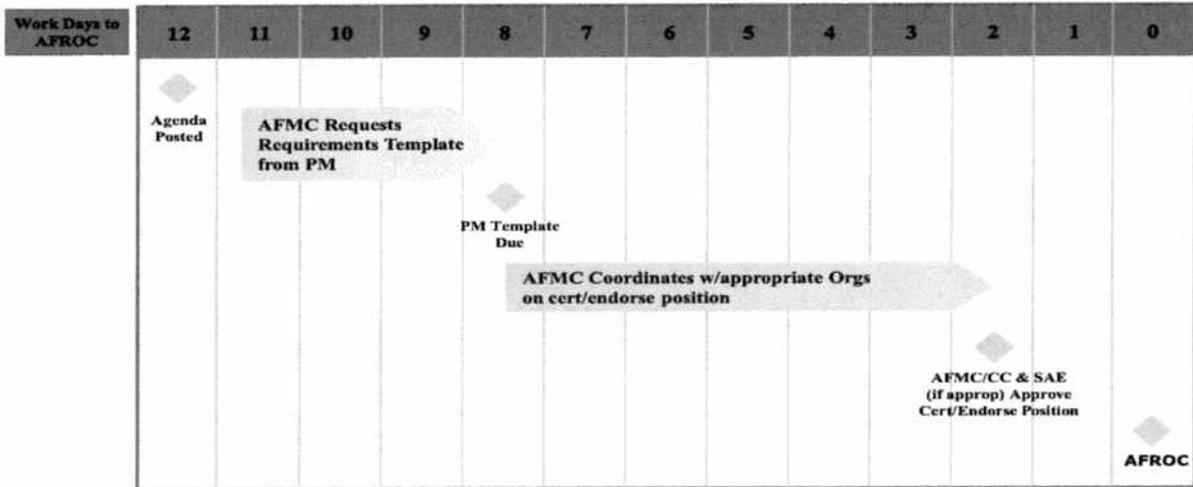
Figure 1 – USAF Requirements Process Continuum



1.6.2 AFMC's involvement in the requirements process is represented in a continuum of assist, engage, endorse or certify, and monitor. Assisting and engaging describes the early interaction between the MAJCOM sponsor and the PM/SPM to develop achievable, affordable, and technologically realistic solutions. Early involvement in systems engineering and requirements development by AFMC stakeholders is critical to developing successful acquisition programs. It lays the foundation that will enable the PM/SPM to support AFMC endorsement or certification of requirements feasibility and to ensure requirements can be translated into source selection criteria. Figure 2 illustrates the AFMC timeline in preparation for endorsement or certification at the AFROC.

Figure 2 – AFMC Timeline for AFROC

AFMC Timeline for AFROC Endorsement/Certification



CHAPTER 2

2.0 AFMC ROLES & RESPONSIBILITIES

2.1 HQ AFMC

2.1.1 AFMC/CC will:

2.1.1.1 With the SAE, certify to the SECAF that the requirements as described in the CDD for ACAT I and non-delegated ACAT II programs can be evaluated for source selection in a clear and unambiguous way, are prioritized (if appropriate), and are organized into feasible increments of capability. The certification occurs concurrently with presentation to the AFROC.

2.1.1.2 Endorse the requirements as described in the CDD for delegated ACAT II and ACAT III programs and CPDs as feasible. The endorsement occurs concurrently with presentation to the AFROC.

2.1.2 HQ AFMC/A2/5 will:

2.1.2.1 Notify the applicable Center when a MAJCOM-sponsored requirements document has been received for review and comment and request identification of the designated PM/SPM. Provide a copy of the Requirements Feasibility Template for the PM/SPM to complete and sign in preparation for requirements endorsement at the AFROC (Atch 1).

2.1.2.2 During the document review and comment phase, evaluate the document for requirements feasibility in addition to meeting standard JCIDS criteria. Submit comments as needed to address issues that may affect AFMC's ability to endorse or certify requirements.

2.1.2.3 Notify the PM/SPM when the program is scheduled for the AFROC. Request the PM/SPM update as necessary the Requirements Feasibility Template provided during document review and forward to HQ AFMC/A2/5. Request a copy of the Quad Chart from the MAJCOM sponsor's AFROC briefing (Atch 2).

2.1.2.4 Review the PM/SPM's Requirements Feasibility Template for completeness and compliance and use as input for the AFMC requirements certification or endorsement. Contact the PM/SPM for further information or clarification as required.

2.1.2.5 For ACAT I CDDs and non-delegated ACAT II CDDs, forward the PM/SPM Requirements Feasibility Template to the SAE. Coordinate with the SAE on the joint certification position. Document the certification position on a single memo to be signed by both AFMC/CC and the SAE.

2.1.2.6 In advance of AFROC, notify the MAJCOM sponsor and AF/A5R of the AFMC intention to certify or endorse requirements.

2.1.2.7 Represent AFMC as AFROC Principal. Present the AFMC/CC and SAE certification position or the AFMC endorsement position during the AFROC. Confirm certification or endorsement is documented in the AFROC proceedings.

2.1.2.8 Sign endorsement memos for delegated ACAT II CDDs, ACAT III CDDs and all CPDs.

2.1.2.9 Include the AFOTEC testability certification with the AFMC/CC and SAE certification sent to the SECAF if AFOTEC has been designated the Operational Test Agency. The AFOTEC certification memo will be referenced in and attached to the AFMC/CC and SAE memo.

2.1.2.10 Participate in other forums and review existing program documentation in order to monitor and control requirements baselines. Example forums are the AFRBs and CSBs.

2.1.3 HQ AFMC Staff Organizations will:

2.1.3.1 During the document review and comment phase, applicable A-staff organizations evaluate the document for meeting elements of requirements feasibility in addition to meeting standard JCIDS criteria. Submit comments as needed to address issues that may affect AFMC's ability to endorse or certify requirements feasibility.

2.2. AFMC Centers will:

2.2.1 Identify the PM/SPM to HQ AFMC/A5C (or through HQ AFMC/A5J if Special Access Program) and provide a copy of the Requirements Feasibility Template to the PM/SPM for completion as requested.

2.2.2 During the document review and comment phase, evaluate the document for meeting elements of requirements feasibility in addition to meeting standard JCIDS criteria. Submit comments as needed to address issues that may affect AFMC's ability to endorse or certify requirements feasibility.

2.3 The PM/SPM will:

2.3.1 During the document review and comment phase, evaluate requirements for meeting elements of feasibility in addition to meeting standard JCIDS criteria. Submit comments as needed to address issues that may affect AFMC's ability to endorse or certify requirements feasibility.

2.3.2 When requested by HQ AFMC/A5C (or HQ AFMC/A5J if Special Access Program), complete and sign the requirements feasibility template in support of the AFMC endorsement or certification at the AFROC or AFRB (if necessary).

2.3.3 Coordinate with their PEO (or DAO as applicable) the information provided to HQ AFMC to ensure their PEOs/DAOs are fully informed. Evidence of PEO/DAO coordination will be required by HQ AFMC/A2/5.

2.3.4 Participate in discussions with HQ AFMC/A5C (or HQ AFMC/A5J if Special Access Program) to provide further information or clarification as required in support of the AFMC endorsement or certification.

2.3.5 Attend the AFROC to brief the Quad Chart as required by the MAJCOM sponsor.

2.3.6 Brief the AFMC endorsement during Milestone reviews as necessary. If an endorsement or certification was recently provided (for example, less than a year ago) in support of an AFROC, a revised endorsement may not be required at a Milestone review.

2.3.7 As the program proceeds through the life cycle, notify HQ AFMC/A2/5 when requirements issues surface that may require AFMC assistance or change the AFMC requirements endorsement/certification position. When requested by HQ AFMC, provide requirements feasibility information to support fulfillment of SECAF direction.

2.3.8 When completing an AF Form 1067, *Modification Proposal*, the PM/SPM shall endorse the feasibility of the proposed modification requirement by including the following statement in Part IV: “The operational requirement(s) described in this modification proposal is (are) technically achievable and executable within the estimated schedule and life-cycle costs identified herein.” The PM/SPM does not need to complete a requirements feasibility template for a 1067. If the PM/SPM cannot endorse a 1067 as feasible, he/she should notify HQ AFMC/A5C to assist in resolving the issue that makes the 1067 not feasible.

ATTACHMENT 1

Requirements Feasibility Template

TO: HQ AFMC/A2/5

SUBJECT: Requirements Feasibility for (Document Title & Type (CDD, CPD))

<p>REQUIREMENTS: ^{1,2}What is the confidence level for meeting Key Performance Parameters (KPPs), Key System Attributes (KSAs), System Attributes (SAs), required Technology Readiness Levels (TRLs), and Manufacturing Readiness Levels (MRLs) (High, Medium, Low) Attach Quad Chart.</p> <p>Are requirements written so they support the development of source selection criteria?</p> <p>Are resources (personnel) available to implement the program?</p> <p>Are the requirements measurable and testable?</p>
<p>COST: ³Is your program fully funded in the Future Years Defense Plan (FYDP)?</p> <p>What is the cost confidence level of the estimate contained in the CDD/CPD? (Expressed as a percent)</p> <p>What is the source of the cost estimate (e.g., program office, independent estimate)?</p>
<p>⁴SCHEDULE: What are the upcoming major schedule events (as contained in the Integrated Master Schedule (IMS), if available) and confidence level of meeting those events? (High, Medium, Low)</p>
<p>RISK: ⁵Provide standard risk matrices in accordance with AF risk management guidance which depicts medium- and high-risk areas. Include risk mitigation plans.</p> <p>How would you describe overall program risk?</p>
<p>Do you recommend AFMC endorse that requirements are technically achievable and executable within the estimated schedule, budgeted life-cycle cost, and risk? If not, explain.</p>
<p><i>I certify the above information is accurate for AFMC/CC to use as a basis to endorse requirements feasibility.</i></p>
<p>PM/SPM Name, Rank/Grade, Office Symbol, Phone: PM/SPM Signature: Date:</p>
<p>PEO/DAO Name, Office Symbol: PEO/DAO Initial: Date:</p>

¹Technically achievable KPPs and KSAs are those requirements that have been defined sufficiently to provide a stable basis for development through IOC and whose required critical technologies have achieved expected maturity levels (TRL/MRL) commensurate with the milestone decision.

²Technology Readiness Levels/Manufacturing Readiness Levels:
TRL definitions are contained in the *DOD TRA Deskbook*, July 2009 at http://www.dod.mil/ddre/doc/DoD_TRA_July_2009_Read_Version.pdf. MRL definitions are contained in the *MRL Deskbook v1.0 Draft*, December 2009 at http://www.dodmrl.com/MRL_Deskbook_v1.pdf.

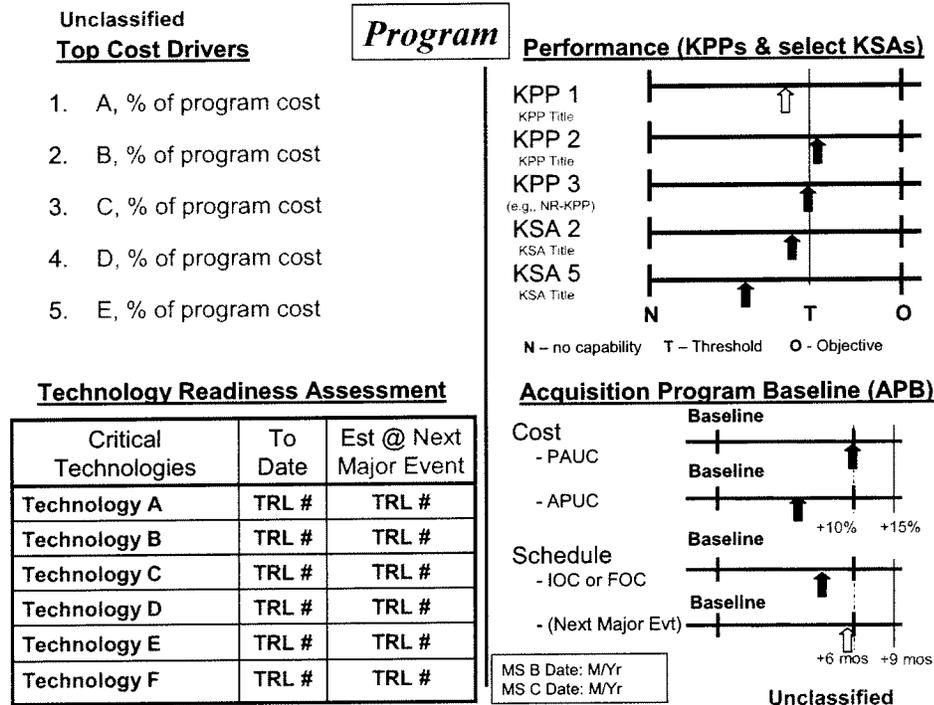
³Full Funding:
Defined in DoDI 7000.14R, (DoD Financial Management Regulation), Volume 2A, (Budget Formulation and Presentation), *"Full funding applies to an initial estimate and can exist only at a point in time because estimates change. However, the Future Years Defense Program (FYDP) shall be a consistently reliable foundation for stating the total cost of acquiring defense systems."*
Defined in DoDI 5000.02 (Operation of the Defense Acquisition System), Encl 2, para 6.d.(4) *"Transition into EMD also requires full funding (i.e., inclusion of the dollars and manpower needed for all current and future efforts to carry out the acquisition strategy in the budget and out-year program) which shall be programmed in anticipation of the MS B decision."*

⁴The IMS is a time-based schedule containing the networked, detailed tasks necessary to ensure successful program/contract execution. The IMS is traceable to the integrated master plan, the contract work breakdown structure, and the statement of work. The IMS is used to verify attainability of contract objectives, to evaluate progress toward meeting program objectives, and to integrate the program schedule activities with all related components.

⁵ AF has defined the steps and standardized risk level definitions in AFI 63-101 (Acquisition and Sustainment Life Cycle Management).

ATTACHMENT 2

JROC-directed Quad Chart. Required in MAJCOM sponsored AFROC briefings



Directions for Completion:

Top Cost Driver:

- The top five or so areas that drive current program costs and their percentage of total program acquisition costs are identified. The intent is to communicate how much meeting a KPP costs the program and the significance of that cost driver with respect to total cost.
- When possible, the cost drivers that are directly linked to a KPP are listed followed by any other significant cost categories. The top drivers combined should represent at least 75% total program costs.

Performance (KPPs & select KSAs):

- Included in this section of the chart are the KPPs/KSAs associated with cost, schedule or technology challenges. Specifically, any KPP that the program is having trouble meeting or is related to risks in meeting cost or schedule baselines is listed. For each KPP/KSA, a Threshold and Objective value from the CDD or CPD are shown.
- The actual Objective and Threshold values from the APB will be added in place of the “T” and “O”.
- The arrow locations and color are based on the PM’s current estimate. Placement of the arrow reflects current status of the TRL that best supports obtaining the Threshold/ Objective value of the KPP/KSA (i.e., a KPP/KSA with supporting TRL of 6 or below will be positioned to the left of the Threshold value, and will vary depending on how close the TRL is to achieving 7 or better).

- o Use Red to indicate the KPP Threshold value cannot be achieved without reaching or exceeding 10% of the APB Cost Baseline or exceeding 6 months from the APB Schedule Baseline.
- o Use Yellow to indicate there is risk of not meeting the KPP threshold and identify, on a separate chart, the corrective actions taken to correct.
- o Use Green to indicate the KPP Threshold has been achieved or is on a path to be met within current APB Cost and Schedule baselines.
- The intent is not to list every KPP or attribute. However, the chart should include, at a minimum, the KPPs and KSAs associated with schedule or technology challenges and tie to the top cost drivers. Add the KPP/KSA title under the KPP/KSA number listed.

Technology Readiness Assessment:

- Identify the critical technologies for the program.
- Provide the program office estimated TRL assessment for the Next Major Milestone (consistent with the Milestone chosen for the APB Schedule section).

Acquisition Program Baseline:

- Input the Objective Cost or Schedule from the APB in place of “Baseline.” If there is no APB, so state; however, provide program office estimated baseline information.
- The arrow location and color are based on the PM/SPM’s current estimate.
 - o Use Red to indicate the Cost or Schedule values will reach or exceed 10% of the APB Cost Baseline or 6 months from the APB Schedule Baseline.
 - o Use Yellow to indicate there is risk of reaching or exceeding 10% of the APB Cost Baseline or 6 months from the APB Schedule Baseline and identify, on a separate chart, the corrective actions taken to correct.
 - o Use Green to indicate Program capabilities will be delivered within the APB Baseline Cost and Schedule.
- Identify the Objective Cost, Program Acquisition Unit Cost (PAUC) and Average Procurement Unit Cost (APUC) for the program as identified in the approved APB.
- Identify either the Objective IOC or FOC values, whichever is next.
- Identify the + 10% and + 15% values from the APB Cost Baseline Values.
- Identify the +6 months and +9 months values on from the APB Schedule Baseline Values.
- The next major program event will be identified (MS A/B/C, PDR, CDR, DT/OT, OPEVAL, FIRST FLIGHT, etc.).
- Provide MS B and C dates in box indicated.

ATTACHMENT 3

Reference Documents

Doc No.	Title
DoDD 5000.01, 12 May 03	The Defense Acquisition System
DoDI 5000.02, 2 Dec 08	Operation of the Defense Acquisition System
DoDI 7000.14R, Volume 2A, Oct 08	DoD Financial Management Regulation, Budget Formulation and Presentation
CJCSI 3170.01G, 1 Mar 09	Joint Capabilities Integration & Development System
JCIDS Manual, 27 Feb 09 as updated 31 July 09	Manual for Operation of the JCIDS
AFI 10-601, 31 Jul 06	Capability Based Requirements Development
AFI 63-101, 17 Apr 09	Acquisition and Sustainment Life Cycle Management
AFI 63-131, 6 Nov 09	Modification Program Management