



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS SPACE AND MISSILE SYSTEMS CENTER (AFSPC)
LOS ANGELES AIR FORCE BASE CALIFORNIA

MEMORANDUM FOR ALL SMC TWO-LETTER OFFICES

MAR 24 2004

FROM: SMC/AX
PK

SUBJECT: SMC Acquisition Strategy Panel (ASP) Process

1. The Final Report (May 2003) of the Joint DSB/AFSAB Task Force on Acquisition of National Security Space Programs (Mr. Thomas Young, Chairman) and the Booz Allen Hamilton Study (02 Aug 02) on Space Systems Development Growth Analysis critiqued inadequate Government acquisition processes and identified attributes of a healthy space acquisition. Key attributes of a healthy space acquisition include a well-balanced acquisition strategy and repeatable "best of class" acquisition and program management processes, which can be tailored.
2. Because a strong acquisition start is critical in acquiring a new system, we are documenting the SMC acquisition strategy review process that leads to approval of the acquisition strategy during the ASP. Developing a good acquisition strategy is as much an art as it is a science that requires input from many staff experts. Having a documented review process will ensure continuity and consistency in obtaining staff expertise, while maintaining flexibility to accommodate tailoring. The attached process description seeks to add discipline and structure to the acquisition start to ensure the success of future SMC Space Programs.
3. The Chief of the Acquisition Center of Excellence (ACE) is the ASP Secretariat for SMC. The ACE (SMC/AXD) has overall responsibility for conducting the ASP process. Any questions regarding this process may be directed to Mr. Roland A. Schank, SMC/AXD, at DSN 833-5798.


PATRICIA KIRK-McALPINE, SES
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Atch:

SMC ASP Process:

- (1) Definitions and Descriptive Narrative
- (2) Flow Chart

SMC ASP Process

Definitions and Descriptive Narrative

1. This attachment delineates roles and responsibilities and defines the SMC ASP process. Although the general process would remain the same, it may be necessary to make special arrangements for classified/compartimentalized information in conducting an ASP for a "need to know" audience dealing with a classified program.

2. Definitions.

a. ASP. The acquisition strategy panel (ASP), as required by AFFARS 5307.104-90, is an acquisition strategy briefing presented to USecAF for MDAP Space programs, or to AF PEO Space (or delegate) for Non-MDAP Space programs, for approval of the program's acquisition strategy. It covers programmatic and technical objectives, risks, business strategies, contract parameters, special clauses, etc. It also addresses areas such as systems engineering, logistics, security, environmental issues, organizational conflicts of interest, etc.

b. Pre-ASP. The Pre-Acquisition Strategy Panel (Pre-ASP) is used for the final review of the ASP presentation package by senior Center leadership. It is briefed to AF PEO Space for MDAP Space programs or to SMC/CV or CD for Non-MDAP Space programs as a final review/coordination before requesting approval of the acquisition strategy. Pre-ASP sessions are attended by SMC Staff 2-Ltr directors/deputies or their 3-Ltr designates.

c. ASP Review. All other presentations held prior to the Pre-ASP are considered ASP Reviews. They are conducted to refine the presentation by gaining input, comment, and concurrence from 3-Ltr and 2-Ltr organizational stakeholders within the program office, SMC Staff, and HQ AFSPC.

3. ASP Process.

a. Kick-off Meeting. Upon notification from the Program Office of an upcoming need, the ACE will facilitate an acquisition strategy kick-off meeting for the entire pre-award process. The Program Manager and program acquisition team, the ACE, and other organizations as appropriate, including contracting, finance, systems engineering, SMC Chief Engineer, etc., will meet to discuss roles and responsibilities, preliminary acquisition strategy to include the overall ASP process, program plan and documents, previously identified risks and mitigation plans, and generally the road ahead. ACE support will be tailored by taking into account Program Office experience, previous acquisitions, on-site experts, and acquisition complexity that may increase the need for support.

Key actions comprising the kick-off meeting include:

(1) The program office shall have clear direction stated in their requirements and funding documents.

(2) The ACE shall provide acquisition strategy training.

(3) The ACE shall provide a risk management workshop to assist in identifying risks to the program.

b. ESIS. The Early Strategy and Issues Session (ESIS) is an opportunity for senior functional managers and subject matter experts to assist the Program Office in formulating the acquisition strategy. The preliminary acquisition strategy and results of the previously held risk management training will be the primary inputs to the ESIS.

Key actions comprising the ESIS include:

(1) The ACE shall schedule and facilitate the ESIS.

(2) The Program Office is responsible for distributing "read ahead" packages.

(3) The Program Manager will chair the ESIS.

(4) The Program Office shall describe the requirements, risk, and potential acquisition strategy options. (Note: The Program Office shall identify, document, and maintain a list of risks throughout the pre-award process.)

(5) The ESIS will assist the program office in defining acquisition alternatives and formulating an acquisition strategy as well as identifying key issues that should be addressed in the ASP.

(6) The ESIS will review potential impacts to other programs.

(7) The ACE shall track action items arising from the ESIS.

(8) The exit criterion is a draft set of ASP charts.

c. ASP Charts. The Program Office prepares draft formal ASP charts and an Executive Summary of the program consistent with the ASP template provided by the ACE and AFMCP 63-2 (guide). The Air Force ASP Secretariat is located at the following web site:

<http://www.safaq.hq.af.mil/contracting/toolkit/asp/> The AFMC Acquisition Strategy Planning Process, which discusses ASPs, is available through the following link: <http://www.e-publishing.af.mil/pubfiles/afmc/63/afmcpam63-2/afmcpam63-2.pdf>

Key actions in the preparation of the ASP Charts include:

(1) The Program Manager ensures that all charts are coordinated within the SPO organization and also conducts internal dry-run briefings within the SPO. The ACE may assist and facilitate these briefings.

(2) The SPO's matrixed personnel shall pre-coordinate and communicate with their center-level staff counterparts for expert input in each functional area of the acquisition strategy.

(3) The Program Office shall forward the draft briefing package to the ACE representative for a completeness and consistency review.

(4) After SPD review, the Program Office shall initiate external reviews through the ACE.

(5) The criterion for exiting the SPO is a set of SPD approved ASP charts signifying that all major "fork-in-the-road" issues have been resolved, and the SPD knows the general direction he/she wants to take.

4. 3-Ltr ASP Review. The purpose of the 3-Ltr Review is to allow staff experts to review the proposed ASP briefing package and provide input and comments for areas and issues for which they have expertise and visibility. The 3-Ltr ASP Review may be repeated as necessary.

Key actions comprising the 3-Ltr ASP Review include:

a. The ACE in coordination with the Program Office schedules a 3-Ltr ASP Review.

b. The ACE shall distribute the briefing charts NLT five (5) workdays prior to the 3-Ltr Review. This is the minimum amount of time to allow for sufficient 3-Ltr review. Emergencies usually signify poor planning and will be handled on a by-exception basis.

c. The ACE shall invite all attendees outside the program office, to include AX divisions, SMC Chief Engineer, BC, JAQ, FMP, PKC, PKX, and warfighter.

d. The 3-Ltr Review is chaired by the ACE Chief (AXD) or designated representative.

e. An ACE representative and SPO representative will jointly write minutes and track action items.

f. Exit criteria are closure of all action items and a clean package ready for the 2-Ltr ASP Review.

5. 2-Ltr ASP Review. When all action items from the 3-Ltr ASP Review are complete, or as agreed to by the ACE/Program Office to press on, an updated Executive Summary and ASP charts are forwarded to the ACE for distribution to Staff 2-Ltr Directors to prepare for the 2-Ltr ASP Review. The purpose of the 2-Ltr Review is to obtain concurrence from the functional 2-Ltr Directors prior to the Pre-ASP.

Key actions comprising the 2-Ltr ASP Review include:

a. The ACE distributes the briefing charts NLT five (5) workdays prior to the 2-Ltr ASP Review.

b. The ACE shall schedule the 2-Ltr ASP Review and invite 2-Ltr representatives, including warfighter/user organizations.

c. The 2-Ltr ASP Review is co-chaired by the ACE Chief, SPD, and SMC Chief Engineer.

d. The ACE representative and the SPO representative will jointly write minutes and track action items.

e. Exit criteria are closure of all action items and SPD approval of the ASP charts.

6. Pre-ASP.

a. The purpose of the Pre-ASP is to conduct a final review/coordination of the program and to identify unresolved concerns of the functional 2-Ltrs. Under no circumstance shall the SPO be permitted to proceed to an official ASP presentation to USecAF without a Pre-ASP to the AF PEO or delegate. Pre-ASP sessions are attended by SMC Staff 2-Ltr directors/deputies or their 3-Ltr designates.

Key actions comprising the Pre-ASP include:

(1) The ACE shall coordinate and schedule the Pre-ASP briefing and invite attendees.

(2) SMC/ CV or CD for Non-MDAP Space programs, or the AF PEO Space, when the acquisition is an MDAP Space program, chairs the Pre-ASP.

(3) The ACE representative and the SPO representative will jointly write minutes and record action items.

(4) Exit criterion is approval of the ASP charts by the Pre-ASP Chair.

b. "Heading checks" are totally at the discretion of the PEO and SPD. "Heading checks" have been found to be very effective in fleshing out overall acquisition strategy issues and are encouraged as appropriate. "Heading checks" follow the normal chain-of-command. The ACE has no formal role, although it should be invited or informed of evolving changes.

c. For Non-MDAP Space programs, SMC/CV or CD will provide guidance/direction on how to modify/change the ASP briefing for presentation to the AF PEO Space. (Note: In some instances SMC/CV or CD will be the ASP Chair.) This modified briefing is forwarded to the ACE NLT ten (10) workdays prior to the ASP briefing for review and coordination. The charts shall not be modified after being forwarded to the ACE for the final time prior to the actual SMC ASP without approval of the ACE (see paragraph 7a (3) infra).

7. ASP.

a. The purpose of the ASP is to obtain approval of the program's acquisition strategy. The AF PEO Space may delegate ASP Chair responsibilities for Non-MDAP Space programs. The SPD is responsible for determining whether SMC/CD or CV has been delegated ASP Chair duties.

Key actions comprising the ASP include:

(1) In scheduling the ASP, the ACE shall coordinate the PEO's calendar and the SPD's calendar with the Command Section Staff calendar.

(2) The ACE shall prepare the invitations to the ASP panel members and all invited guests, including user/warfighter. Program Office attendance at the ASP will be strictly limited to those invited by the SPD.

(3) The program office shall distribute an updated Executive Summary and the formal ASP charts to the ACE, the Command Section, and the ASP panel members NLT five (5) workdays prior to the ASP.

(4) The ACE representative will prepare the ASP minutes and record action items (if any). The ACE distributes final official ASP minutes after review and approval (signed) by the SPD and ASP Chair. The original ASP minutes will be maintained by the PCO in the contract file.

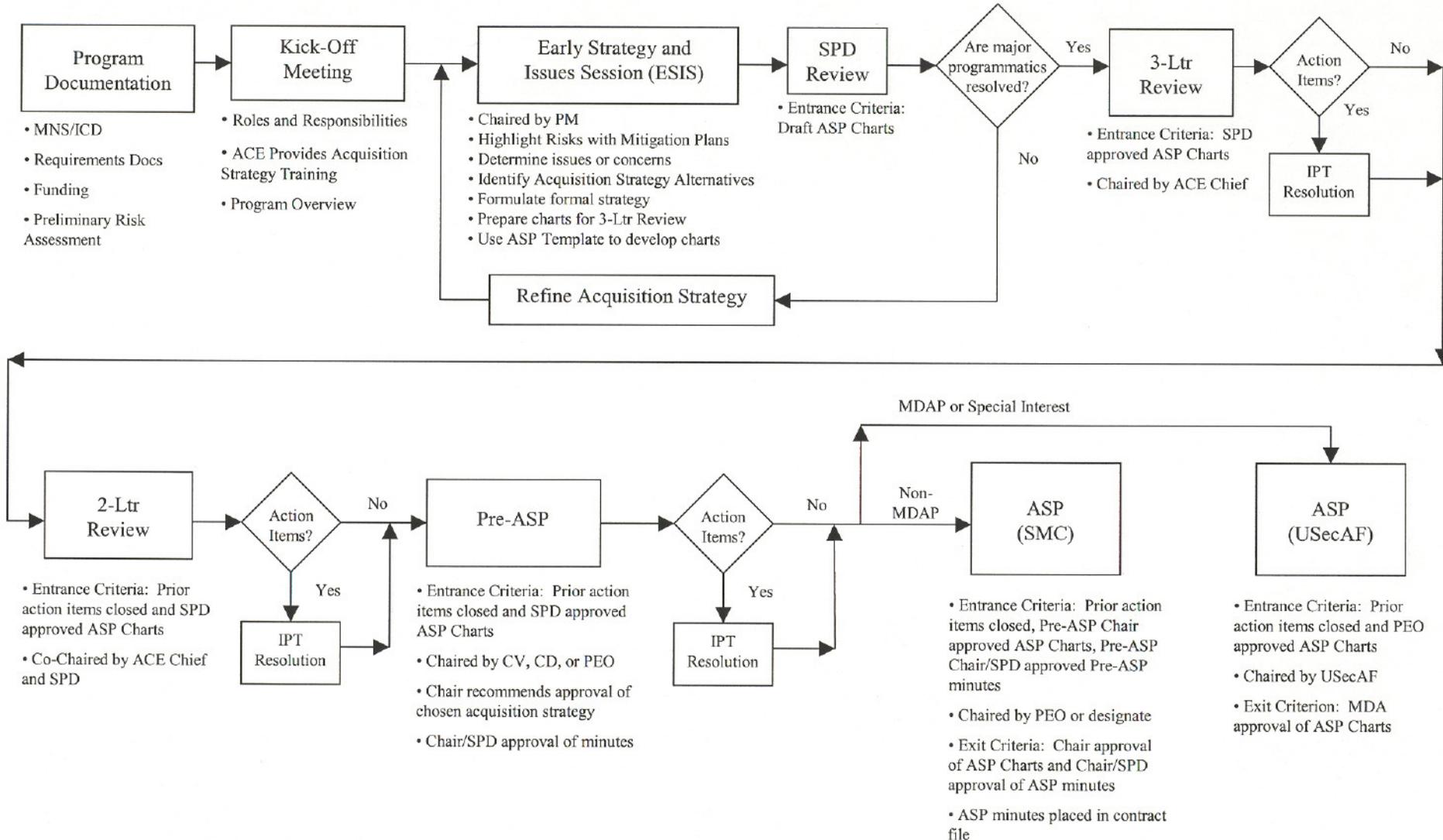
b. AF PEO Space may either immediately approve the ASP or delay approval in order to discuss with, or provide a briefing to USecAF. Exit criteria are Chair approved ASP charts, and Chair/SPD approved ASP minutes, for the contract file.

c. For ASPs chaired by USecAF, SAF/USA will orchestrate the ASP process following the Pre-ASP with AF PEO Space. (Programs should contact their respective PEMs.) The program office shall keep the ACE in the loop on schedules and resolution of action items.

Atch:
ASP Flow Chart



SMC ASP Chart



Total ASP Process Time:
Approximately 45 days