



**7 SEPTEMBER 2006  
Certified Current 4 November 2011  
Acquisition**

**SPACE ACQUISITION BOARD PROCESS**

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OPR: SMC/PIDI  
Supersedes SMCI 63-102, 31 Aug 04

Certified by: SMC/PID (Mr. Steve Soderquist)  
Pages: 29

This instruction is applicable to DoD space Major Defense Acquisition Programs (MDAPs) and also implements National Security Space (NSS) Acquisition Policy 03-01 (Ref: **8.1.**) for Department of Defense (DoD) Space non-Major Defense Acquisition Programs (non-MDAPs; Acquisition Category (ACAT) II and III systems) in the portfolio of the Air Force Program Executive Officer for Space (AFPEO/SP).

**SUMMARY OF CHANGES**

This publication incorporates three major changes, including a revised and consolidated section on program decision points that combines former paragraphs **7.** and **8.** (Ref: **5.**), a revised and reorganized Independent Program Assessment (IPA) Activity Process Timeline Overview and IPA Activity section that takes into account lessons learned from recent activities (Ref: **Figure A2.1.** and **A2.3.**) and the addition of the new Space Acquisition Document Matrix in **Attachment 5.** Updates were made to reflect Under Secretary of Defense (Acquisition, Technology & Logistics) (USD(AT&L)) retention of Milestone Decision Authority (MDA) and the elimination of the IPAT Member Database. Program office responsibilities were clarified (Ref: **4.2.9.-4.2.11.**). Also, a number of minor changes and additions were made throughout this instruction in response to lessons learned, including a mandate for all programs to have an Acquisition Strategy and clarification regarding Space and Missile System Center (SMC) involvement with MDAPs.

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**1. Policy:** This SMC Instruction provides guidance on:

- 1.1. Establishing the Program Executive Officer (PEO) Space Acquisition Board (PSAB) as the Milestone Decision process for DoD Space non-MDAPs.
- 1.2. Implementation of IPAs for space programs in the portfolio of the AFPEO/SP to assist in “consistent and disciplined” acquisition decisions for procuring non-MDAPs and ensuring mission success as the first guiding principle.
- 1.3. SMC roles and responsibilities regarding the Defense Space Acquisition Board (DSAB)

**2. Authority:** 10 United States Code (USC) 2430 (Ref: [8.2.](#)) gives the formal definition of an MDAP. USD(AT&L) is the DoD Space MDA for all DoD Space MDAPs. MDA authority has been delegated to the AFPEO/SP for Air Force Space non-MDAPs (Ref: [8.3.](#)). A partial exemption and waiver has been granted to the processes and procedures described in DoDI 5000.2 (Ref: [8.4.](#)), to the extent that the subject matter is under the jurisdiction of the USD(AT&L), for all programs in the AFPEO/SP portfolio (Ref: [8.5.](#)). The DoD Space MDA waiver authority does not include DoDD 5000.1 (Ref: [8.6.](#)) or other DoD directives. Granting this waiver facilitates implementation of the streamlined space acquisition process described in NSS 03-01 for all current AFPEO/SP programs as well as future space acquisition programs executed under the authority of the AFPEO/SP. NSS 03-01 supports keeping the MDA at the lowest level possible. [Attachment 3](#) contains the description and decision authority for MDAPs and non-MDAPs, and the delegation criteria.

**3. Applicability:** This instruction implements NSS 03-01 for all DoD space MDAPs and non-MDAPs, including geographically separated programs, executed under the authority of the AFPEO/SP, and for space non-MDAPs establishes the PSAB as a complementary process to the DSAB. DoD space acquisition programs are defined in section 3.1 of NSS 03-01. For space acquisitions acquired in accordance with NSS 03-01 for which the MDA is the AFPEO/SP or his delegate, a PSAB will be convened and an IPA and independent cost analysis, as outlined in this instruction, will be used to determine whether the program progresses to the next NSS acquisition phase. With prior MDA approval, the PSAB-IPA can be waived or tailored to account for unique features of the program. Special Access Programs, as defined by 10 USC 2430, are not covered by NSS 03-01 and are exempted from this policy.

**4. Roles and Responsibilities:**

- 4.1. Milestone Decision Authority: USD(AT&L) is the decision authority for the DSAB, while the AFPEO/SP or designee (Ref: [8.7.](#)) is the decision authority for the PSAB. MDA roles and responsibilities for MDAP programs are given in NSS 03-01, AP2.2.6. The MDA for non-MDAP programs will:
  - 4.1.1. Approve the final scope and any tailoring of the PSAB process.
  - 4.1.2. Appoint the IPA and independent cost analysis leads.
  - 4.1.3. Chair the PSAB.
  - 4.1.4. Issue the Acquisition Decision Memorandum (ADM).
  - 4.1.5. Be the Waiver Decision Authority for the PSAB-IPA.
- 4.2. System Program Office and Joint Program Office: The System Program Director (SPD)/Program Manager (PM) is responsible for the program under review. SPDs/PMs will:

- 4.2.1. Keep the MDA, through the SMC Acquisition Center of Excellence (ACE), informed on upcoming IPA related meetings and activities.
  - 4.2.2. Identify assessment requirements and recommend tailoring of the DSAB/PSAB process through SMC ACE to the MDA for approval.
  - 4.2.3. Develop and obtain approval for the Acquisition Strategy before sending the DSAB/PSAB Request Letter.
  - 4.2.4. For all Key Decision Points (KDPs), prepare and provide a formal Integrated Program Summary (IPS) at the start of the IPA (Ref: NSS 03-01, AP4.2 and E5).
  - 4.2.5. Provide a point of contact to support the Independent Program Assessment Team (IPAT) and Independent Cost Analysis Team (ICAT), as required (Ref: [A2.3.](#) and [A2.4.](#)).
  - 4.2.6. Develop the draft ADM with SMC ACE support and provide recommendations to the IPAT Lead and MDA for the next phase. These recommendations should provide a clear rationale for supporting KDP completion and continuation to the next phase. This draft ADM must be pre-coordinated through at least the program 2-letter offices and SMC staff (Systems Acquisition functionals, Contracting, Comptroller, Judge Advocate, System Safety, Logistics), preferably in conjunction with the Acquisition Strategy Panel, and given to the IPAT at the start of the IPA.
  - 4.2.7. Update the Acquisition Strategy after KDP completion to facilitate the solicitation process.
  - 4.2.8. Define and track entry and exit criteria for each KDP, including those deferred for later completion (Ref: NSS 03-01, E1).
  - 4.2.9. Provide and coordinate signing of appropriate non-disclosure agreement (NDA) and organizational conflict of interest (OCI) documentation by IPAT.
  - 4.2.10. Coordinate any security arrangements for the IPA.
  - 4.2.11. Provide a list of stakeholders and end-user representatives.
- 4.3. SMC Acquisition Center of Excellence: The SMC ACE is the PSAB Executive Secretariat, providing expertise to the AFPEO/SP for advice and review on the space acquisition process. At the request of the DSAB Executive Secretariat (NSSO/PID), SMC ACE is the focal point, along with the Program Office, for facilitating DSAB related activities and coordinating with the office of the Secretary of the Air Force (SAF/USA) on space acquisition policies and related guidance (Ref: [8.8.](#)). As the PSAB Executive Secretariat and the DSAB-IPA Facilitator, SMC ACE will:
- 4.3.1. Manage the PSAB IPA process.
  - 4.3.2. Develop, maintain, and support DSAB/PSAB/IPA related process handbooks and training materials for the Program Offices.
  - 4.3.3. Manage the program assessment team nomination process.
  - 4.3.4. Standardize, maintain, and support the IPA Tool, which is a database application used by team members to capture and document information during their assessment.
  - 4.3.5. Use, support, and maintain a robust DSAB/PSAB lessons learned program.
  - 4.3.6. Maintain and provide access to the DSAB/PSAB IPA electronic historical files.
  - 4.3.7. Track PSAB action items (the DSAB Secretariat tracks DSAB action items).

4.4. Independent Program Assessment Team Lead: Generally, IPA operation is the same for both DSABs and PSABs. For non-MDAPs, the IPAT Lead is selected within thirty days of receiving the final PSAB Request Letter (Ref: [A2.3.3.](#)), and is formally announced in the MDA Call for PSAB Letter (Ref: [A2.3.5.](#)). The IPA becomes the IPAT Lead's primary duty for the duration of the IPA and continues through the final PSAB briefing. USD(AT&L) selects the IPAT Lead for DSABs, while the AFPEO/SP, or his designated representative, selects the IPAT Lead for PSABs. The IPAT Lead for a non-MDAP shall be an O-6, O-6 select, or civilian equivalent, with previous program management experience and appropriate acquisition training and certification. To support a PSAB, the IPAT Lead will:

- 4.4.1. Select the IPAT members.
- 4.4.2. Exercise management and organization control over the IPAT.
- 4.4.3. Be the final authority on the IPAT's findings and recommendations.
- 4.4.4. Develop a detailed IPA agenda/schedule in conjunction with the SMC ACE program assessment branch.
- 4.4.5. Develop the Key Requirements Matrix (KRM) and Key Requirements Items (KRIs) to assess the program under evaluation.
- 4.4.6. Identify necessary documents from the Program Office and SMC ACE for IPAT review.
- 4.4.7. Conduct the IPA in conjunction with the SMC ACE program assessment branch.
- 4.4.8. Develop and present the DSAB/PSAB briefing.

4.5. Independent Program Assessment Facilitator: The IPA Facilitator will be identified by the SMC ACE program assessment branch and will not be associated with the program undergoing the IPA. The IPA Facilitator will:

- 4.5.1. Provide PSAB IPAT member nomination candidates for the IPAT Lead's consideration.
- 4.5.2. Provide orientation and training on the IPA processes and local SMC implementation procedures to IPAT.
- 4.5.3. Work with the Program Office undergoing review to identify requirements for administrative support, logistics, resources, and facilities to conduct a successful IPA.
- 4.5.4. Provide full administrative support to the IPAT and IPAT Lead.
- 4.5.5. Work with SMC ACE and the Program Office to arrange for secure facilities and handle security clearances.
- 4.5.6. Prepare and distribute the read-ahead package before the PSAB meeting.

4.6. Independent Program Assessment Team Members: The IPAT Lead selects IPAT members based on their expertise and knowledge of acquisition and the program being evaluated. The IPAT Lead is encouraged, but not required, to select the team membership from the SMC IPAT Member Database. The team member nominees shall have appropriate program experiences for their role in the IPAT and appropriate acquisition certification and training in the field they represent. Based on the needs of the specific program, a typical IPAT will have a core team of fulltime members, designated by the IPAT Lead, and additional members, such as stakeholder representatives and Subject Matter Experts (SMEs), who serve on a part time basis as needed. All IPAT members must:

- 4.6.1. Conduct an unbiased review of the program under evaluation.
  - 4.6.2. Dedicate their effort solely to the IPAT while it is convened; all IPAT members shall be released from their normal duties while serving on an IPA.
  - 4.6.3. Abide by all non-disclosure agreements and conflict of interest rules and be sensitive to any Program Office source selection activities.
- 4.7. IPAT Stakeholder Representatives: Organizations that operate, use, or otherwise have a stake in the success of the program may provide personnel to participate in the IPAT. Stakeholder representatives shall:
- 4.7.1. Bring to the IPA specific issues and concerns from their organization.
  - 4.7.2. Brief their organization and leadership on IPA specific findings.
  - 4.7.3. Participate in IPAT discussions as needed.
  - 4.7.4. Maintain confidentiality of IPA data until conclusion of the DSAB/PSAB.
- 4.8. Subject Matter Experts: The SMEs provide in-depth knowledge of a particular functional area, such as contracting, launch activities, acquisition systems protection, logistics, system engineering, test and evaluation, system safety, and so forth. The SME will:
- 4.8.1. Identify concerns, issues, and questions concerning their specific area to the IPA Lead before the start of the IPA and proactively identify any other issues as soon as possible during the IPA for adequate discussion and resolution.
  - 4.8.2. Participate in IPAT discussions as needed.
  - 4.8.3. Support the development of the DSAB/PSAB briefing section covering their respective area of expertise.
  - 4.8.4. Provide “lessons learned” inputs to the IPAT to improve the process.
- 4.9. SMC/FM: The AFPEO/SP’s focal point for independent cost analysis activity, SMC/FM is responsible for preparing Independent Cost Assessments (ICAs) and Independent Cost Estimates (ICEs) (Ref: NSS 03-01 AP3.0). SMC/FM will:
- 4.9.1. Ascertain and recommend the scope of the independent cost analysis to the MDA.
  - 4.9.2. Manage the cost assessment team nomination process and maintain a database of qualified functional experts and ICAT Leads to support PSAB-IPAs.
  - 4.9.3. Maintain the local independent cost analysis process for ACAT II & III programs.
  - 4.9.4. Identify cost team facilities, equipment, and schedule requirements to SMC ACE.
  - 4.9.5. Select the ICAT Lead for PSABs.
  - 4.9.6. Recommend a qualified financial expert to the IPA core team membership.
- 4.10. Independent Cost Analysis Team Lead: For DSABs, the Office of the Secretary of Defense (OSD) Cost Analysis Improvement Group (CAIG) selects the ICAT Lead; for PSABs, SMC/FM makes the selection. The PSAB ICAT Lead will:
- 4.10.1. Be the primary liaison with the IPAT.

- 4.10.2. Coordinate ICAT independent technical and risk cost assessment with the IPAT to ensure open communication and determine consistency.
  - 4.10.3. Provide the IPAT with an unbiased program cost estimate and an assessment of whether the program can be executed within the approved funding profile.
  - 4.10.4. Work with the Program Office Estimate (POE) team to reconcile the POE and ICA/ICE.
  - 4.10.5. Present ICAT results at the various meetings, including the PSAB and all pre-briefs as required by the MDA.
  - 4.10.6. Select and manage the ICAT members.
- 4.11. Independent Cost Analysis Team Members: ICAT members should be experienced cost estimators. An ICAT member cannot also be a member of the IPAT. The ICAT members will:
- 4.11.1. Provide the IPAT and the MDA with a review of proposed program costs.
  - 4.11.2. Include an independent technical assessment of the technical cost baseline and assumptions to quantify program cost risk.
  - 4.11.3. Secure commitment from their organization and supervisor allowing them to perform required ICAT duties.

**5. Program Decision Points:** These include KDPs; Build Approval, Follow-on Buy, and Post Production Upgrades for Small Quantity Systems and Low Rate Initial and Full Rate Production decisions for Large Quantity Systems, all of which are detailed in the following paragraphs:

- 5.1. Key Decision Points: These are described in NSS 03-01, 5.3.2 and AP1.2.
- 5.2. Build Approval for non-MDAPs: This is described in NSS 03-01, 5.3.3 and AP1.2.8. The Build Approval is an MDA program review, not a KDP, although the meeting will be preceded by an IPA and requires an ICA or ICE. The Build Approval IPAT and ICAT teams will follow the same timelines and guidelines established for PSABs (Ref: [A2.3.](#) & [A2.4.](#)).
- 5.3. Follow On Buy Approval Decision Meeting: This is described in NSS 03-01, AP1.1.1.1.
- 5.4. Post Production Upgrade Decision for non-MDAPs: At minimum, a POE shall be done to scope the cost of the upgrade. For a non-MDAP Post Production Upgrade whose total research, development, test and evaluation (RDT&E) and production cost exceeds \$140M (in FY00 dollars) of an approved space system baseline, the SPD/PM, through the PSAB Executive Secretariat, will request a PSAB or a waiver to a PSAB from the MDA (Ref: [7.](#)). The MDA shall decide which KDP the upgrade will be required to meet in order to begin the acquisition process. The SPD/PM may not initiate any actions to accomplish the upgrade prior to MDA determination of the KDP for which to prepare or MDA approval of a waiver to the PSAB. For non-MDAP Post Production Upgrades whose total RDT&E and production costs are below \$140M (in FY00 dollars) of an approved space system baseline, a PSAB is not required but the MDA shall decide which KDP the upgrade will be required to meet in order to begin the acquisition process. The SPD/PM may not initiate any actions to accomplish the upgrade prior to MDA determination of the KDP for which to prepare or MDA approval of a waiver to any PSAB.
- 5.5. Low Rate Initial Production (LRIP) Decision for non-MDAPs: Described in NSS 03-01, AP1.1.2. Although not a KDP, the LRIP Decision meeting will usually be preceded by an IPA and

requires an ICA or ICE. The LRIP Decision IPAT and ICAT teams will follow the same timelines and guidelines established for PSABs (Ref: [A2.3.](#) & [A2.4.](#)).

5.6. Full Rate Production (FRP) Decision for non-MDAPs: Described in NSS 03-01, AP1.1.2. Even though the FRP decision point is not depicted as a KDP, a PSAB, preceded by an IPA and either an ICA or an ICE, will be held. At some predetermined point enough items will be deployed to allow declaration of Full Operational Capability (FOC).

**6. Space Acquisition Boards:** A DSAB or PSAB is a key part of the overall DoD Space acquisition process and is conducted at each KDP and Build Approval, and optionally the LRIP and FRP decision points, to evaluate a program's readiness to proceed into the next acquisition phase. For space programs utilizing the large quantity production model (Ref: NSS 03-01 AP1.1.2) a DSAB/PSAB will be held at the LRIP and FRP decision points. The MDA convenes a DSAB/PSAB to obtain advice and information necessary to support his decision whether or not to proceed into the next acquisition phase. An MDA decision to proceed authorizes the PM to perform appropriate activities in accordance with the approved Acquisition Strategy and ADM. The IPA and independent cost analysis are key preparatory activities for a DSAB/PSAB. Details on these activities, as they relate to DSABs, are described in NSS 03-01 AP2 and AP3; for PSABs, see paragraphs [A2.3.](#) and [A2.4.](#) of this instruction. [Attachment 4](#) summarizes the differences between a DSAB and a PSAB.

6.1. Defense Space Acquisition Board: The DSAB is the MDAP acquisition review board and is chaired by the DoD Space MDA as the sole decision maker. DSAB principals are advisors and representatives of entities who have a material interest in the program under consideration. Their role is to act in an advisory capacity to the DoD Space MDA. Consult NSS 03-01 AP2 for more detail.

6.2. PEO Space Acquisition Board: The PSAB is AFPEO/SP's tailored version of the DSAB, per NSS 03-01, which allows establishment of local acquisition practices for non-MDAPs. AFPEO/SP is the MDA for non-MDAPs but has re delegated this authority to the Vice Commander, Space and Missile Systems Center (SMC/CV) and to the Executive Director (SMC/CD) (Ref: [8.7.](#)). The Vice Commander and the Executive Director will exercise these authorities in coordination with AFPEO/SP. These re delegations do not affect AFPEO/SP authority to exercise (retain) any of the re delegated authorities, or to issue instructions concerning the exercise of those authorities. The IPAT Lead, with the support of the ICAT Lead and IPA Facilitator, shall present the IPAT finding and recommendation to the MDA at the PSAB. The MDA chairs and is the sole decision maker for the PSAB. Non-MDAPs cover a wide range of size and scope and must be tailored on an individual basis. [Attachment 3](#) also provides guidelines on when a PSAB is required. The MDA will determine the scope of the program review and may direct other Space programs executed by the MDA to participate in the IPA process. [Attachment 2](#) of this instruction provides detailed information on the PSAB process. The standing members of the PSAB are listed in paragraphs [6.2.1.](#) - [6.2.13.](#), below. Note that a delegate may be sent; however, said delegate must be of the appropriate executive level, and capable of contributing to a meeting at the AFPEO/SP level.

6.2.1. MDA.

6.2.2. SMC/PK.

6.2.3. SMC/FM.

6.2.4. SMC/JA.

6.2.5. SMC/AX.

- 6.2.6. SMC/LG.
- 6.2.7. SMC/SE.
- 6.2.8. SMC ACE.
- 6.2.9. SMC Chief Engineer.
- 6.2.10. President, Aerospace Corp.
- 6.2.11. PSAB Executive Secretariat.
- 6.2.12. At least one SPD, external to the program under review.
- 6.2.13. User or stakeholder representatives

**7. Waivers and Exemptions:** PSAB Executive Secretariat will assist in processing waivers and exemptions to this instruction. Normally, the SPD/PM shall send waiver requests no later than two weeks before they would send a PSAB Intention Letter (Ref: [A2.3.1.](#)). In addition to the waiver package, the MDA may convene a waiver board, during which the Program Office will be required to present the results of the Program Office's assessment and the cost estimate to the MDA. The waiver board membership shall be the same as the PSAB membership, minus the IPAT Lead and IPA Facilitator. The coordination for the waiver request shall include all the members of the waiver board. The granting of any waiver is typically based on the following considerations: nature of the program, program executability, requirements stability, stability of technology, program risk, program complexity, total program cost, program interfaces, Program Office manning, and MDA special interest. The waiver staff summary package shall include:

- 7.1. The waiver or tailoring request letter, stating the program decision point to be waived or aspects of PSAB to be tailored and the rationale.
- 7.2. A program assessment conducted by the Program Office on each of the IPS areas listed in NSS 03-01, Table AP4.1.
- 7.3. Certification of completion for all required program decision point documents per NSS 03-01, E2.
- 7.4. If appropriate, the cost estimate results certified and validated by SMC/FMC.
- 7.5. Draft ADM for MDA's signature.

## **8. References:**

- 8.1. National Security Space Acquisition Policy 03-01, "Guidance for DoD Space System Acquisition Process," 27 Dec 2004.
- 8.2. Title 10 United States Code 2430.
- 8.3. USecAF memo on "Delegation of Authorities to the AFPEO for Space," 22 Apr 2002.
- 8.4. DoD Instruction 5000.2, "Operation of the Defense Acquisition System," 12 May 2003.
- 8.5. USecAF memo on "Exemption and Waiver to DoDI 5000.2 and related Guidance for Air Force Program Executive Officer for Space (AFPEO/SP) Space Programs," 20 Mar 2003.
- 8.6. DoDD 5000.1, "The Defense Acquisition System," 12 May 2003.

- 8.7. AFPEO/SP memo on "Redelegation of Specific Contracting Authorities," 12 Feb 2006.
- 8.8. MOU "IPA Activities between SMC ACE and NSSO/PID," 22 Apr 2004.

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## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

<b>ACAT</b>	Acquisition Category
<b>ACE</b>	Acquisition Center of Excellence
<b>ADM</b>	Acquisition Decision Memorandum
<b>AFPEO/SP</b>	Air Force Program Executive Officer for Space
<b>APB</b>	Acquisition Program Baseline
<b>CAIG</b>	Cost Analysis Improvement Group
<b>CARD</b>	Cost Analysis Requirements Description
<b>DoD</b>	Department of Defense
<b>DSAB</b>	Defense Space Acquisition Board
<b>FFRDC</b>	Federally Funded Research and Development Center
<b>FOC</b>	Full Operational Capability
<b>FRP</b>	Full Rate Production
<b>FY</b>	fiscal year
<b>ICA</b>	Independent Cost Assessment
<b>ICAT</b>	Independent Cost Analysis Team
<b>ICE</b>	Independent Cost Estimate
<b>IPA</b>	Independent Program Assessment
<b>IPAT</b>	Independent Program Assessment Team
<b>IPR</b>	in-progress review
<b>IPS</b>	Integrated Program Summary
<b>KDP</b>	Key Decision Point
<b>KRI</b>	Key Requirements Item
<b>KRM</b>	Key Requirements Matrix
<b>LRIP</b>	Low Rate Initial Production
<b>MDA</b>	Milestone Decision Authority
<b>MDAP</b>	Major Defense Acquisition Programs
<b>NDA</b>	non-disclosure agreement
<b>NSS</b>	National Security Space
<b>OCI</b>	organizational conflict of interest
<b>OSD</b>	Office of the Secretary of Defense
<b>PM</b>	Program Manager
<b>PEO</b>	Program Executive Officer

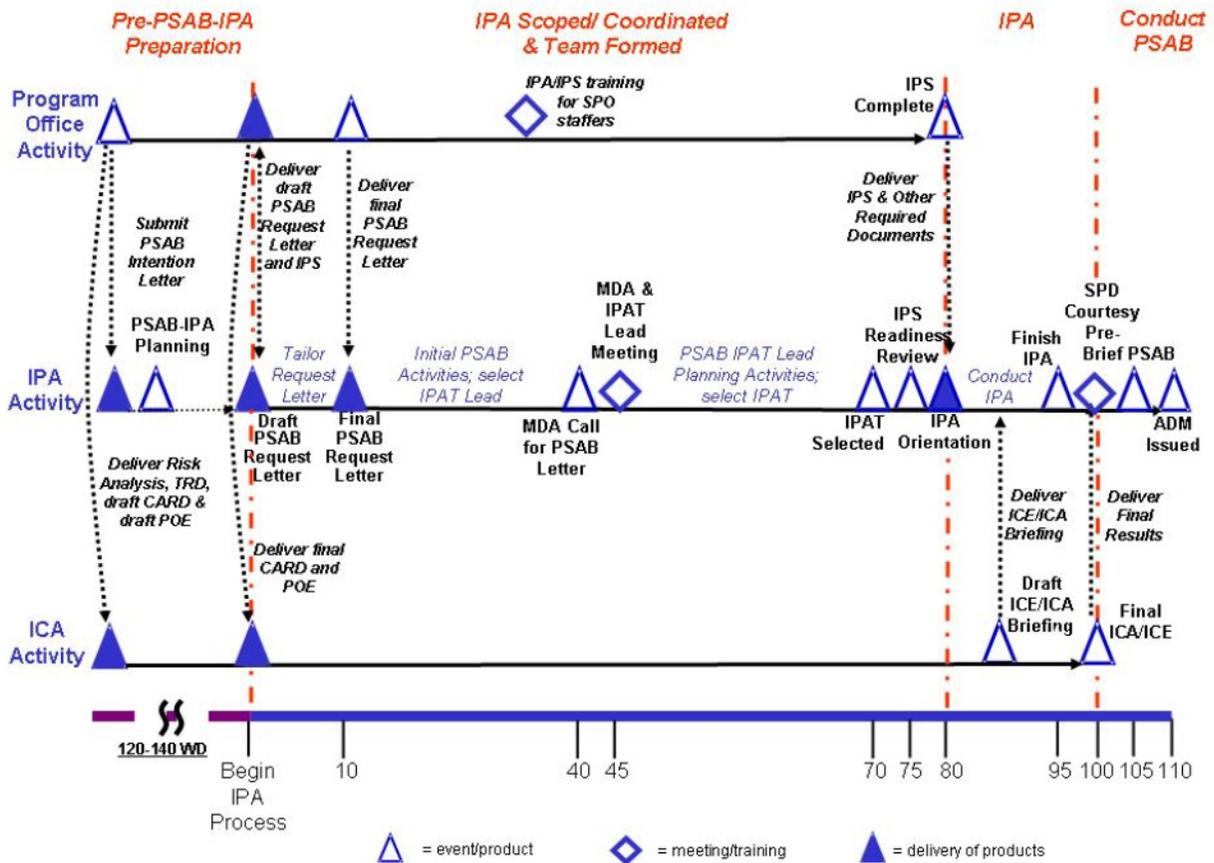
<b>POE</b>	Program Office Estimate
<b>PSAB</b>	PEO Space Acquisition Board
<b>RDT&amp;E</b>	research, development, test and evaluation
<b>SETA</b>	System Engineering and Technical Assistance
<b>SMC</b>	Space and Missile System Center
<b>SME</b>	Subject Matter Expert
<b>SPD</b>	System Program Director
<b>SPO</b>	System Program Office
<b>TDY</b>	temporary duty
<b>TRD</b>	Technical Requirements Document
<b>USC</b>	United States Code
<b>USD(AT&amp;L)</b>	Under Secretary of Defense (Acquisition, Technology, and Logistics)
<b>USecAF</b>	Under Secretary of the Air Force

Attachment 2

PEO SPACE ACQUISITION BOARD PROCESS

A2.1. Overview of the PSAB Process: The overall PSAB-IPA process is depicted in Figure A2.1.

Figure A2.1. Notional IPA Activity Process Timeline Overview (working days)



A2.1.1. The SPD/PM kicks off the pre-PSAB activities by sending out the PSAB Intention Letter (Ref: A2.3.1.), with the Technical Requirements Document (TRD) and preliminary cost data, to inform SMC ACE of the Program Office’s intention to undergo a PSAB.

A2.1.2. SMC ACE schedules the PSAB, conducts training for Program Office personnel, and gives the attached cost data to SMC/FM, who initiate the independent cost analysis.

A2.1.3. The Program Office develops their IPS and works with the ICAT to refine their Cost Analysis Requirements Description (CARD) and POE.

A2.1.4. The formal PSAB process begins when the SPD/PM sends the PSAB Request Letter (Ref: A2.3.3.) to AFPEO/SP, who will acknowledge with a MDA Call for PSAB Letter (Ref: A2.3.5.).

A2.1.5. The IPAT is selected (Ref: A2.3.6.5.) and the scope of the IPA established (Ref: A2.3.7.).

A2.1.6. The IPA activities kick off with an Orientation (Ref: [A2.3.9.](#)) where the Program Office delivers their final IPS and pre-coordinated draft ADM (Ref: [A2.2.3.](#)).

A2.1.7. The ICAT delivers their preliminary findings to the IPA (Ref: [A2.3.10.](#)) and their final results at the SPD Courtesy Pre-Brief (Ref: [A2.3.11.](#)).

A2.1.8. The IPA findings are briefed to the MDA at the PSAB (Ref: [A2.3.12.](#)).

A2.1.9. After completion of the PSAB, an ADM is issued by the AFPEO/SP, documenting the decisions of the PSAB (Ref: [A2.3.13.](#)).

## **A2.2. Program Office Activity.**

A2.2.1. Pre-IPA Activity: The Program Office's primary duty is to produce the IPS (Ref: [A2.2.3.](#)) and help coordinate various IPA activities. The Program Office will:

A2.2.1.1. Coordinate with the program contracting officer and SMC/JA to ensure all organizational conflict of interest and non-disclosure statements are available for the IPAT and ICAT.

A2.2.1.2. Recommend to SMC ACE the security clearance level of briefings.

A2.2.1.3. Budget sufficient resources to comply with the requirements of this instruction. All administrative costs associated with the IPA and independent cost analysis are the responsibility of the SPD/PM whose program is under review. PSAB costs will vary with the composition of the IPAT, the major expense being travel.

A2.2.1.4. Designate a Program Office IPA Liaison and coordinate with the IPA Facilitator to provide necessary administrative, logistics, resources and facilities support to the IPA.

A2.2.2. IPA Support: During the IPA, the Program Office will:

A2.2.2.1. Ensure key personnel are available to provide information.

A2.2.2.2. Present a Program Office overview briefing during the IPAT Orientation.

A2.2.2.3. Provide the documentation, informational briefings, and other relevant data required by the IPAT and ICAT.

A2.2.2.4. Support the IPAT with coordination meetings to answer questions, clarify issues, fill information gaps, and eliminate potential misunderstandings.

A2.2.3. Integrated Program Summary: The IPS is a collection of various program documents that are produced and tracked during the course of the program's life cycle, packaged together as a concise record to document a program's accomplishments, status, and plans at each program decision point. The Program Office shall generate and maintain the IPS per NSS 03-01 AP4.2 and E5. When assembling the IPS, the Program Office must ensure that the data provided is clear, complete, and relevant. In addition, the IPS must be well organized with all data clearly labeled and placed in the appropriate folder. The final IPS will be delivered at the IPA Orientation (Ref: [A2.3.9.](#)), as the IPAT uses the IPS as the starting point for the IPA review. The Program Office is permitted to make real time changes to the IPS, if required due to concurrent program reviews, etc. The SPD/PM can request tailoring to the IPS requirements in the PSAB intention letter with the degree of tailoring dependent on program size and other factors.

A2.2.4. Acquisition Program Baseline: The Acquisition Program Baseline (APB) for MDAPs is described in NSS 03-01, A4.1.3. All non-MDAPs in the AFPEO/SP portfolio shall have an APB or

equivalent. The KDP-A ADM shall serve as the APB for Phase A; for Phase B a draft APB must be ready for KDP-B review and approval. The APB will be updated and approved at KDP-C for Phase C and D activities. SMC/FM shall develop guidance and procedures on APB contents and formats tailored to non-MDAP programs. The PM and SMC/FM shall coordinate on APBs for non-MDAPs.

A2.2.4.1. Program Deviation: A program deviation occurs when the SPD/PM has reason to believe that the current estimate for the program indicates that a performance, schedule, or cost threshold value will not be achieved. The SPD/PM will immediately notify the MDA when a deviation occurs, and provide the reason for the program deviation and the actions that need to be taken to bring the program back within baseline parameters within 30 days of the occurrence. Within 90 days of the occurrence of the program deviation, the program shall be back within APB parameters, or a new APB (changing only those parameters that breached) shall be presented to the MDA for approval.

**A2.3. Independent Program Assessment Activity:** The purpose of the IPA is to advise the MDA on the program's readiness to proceed *successfully* into the next acquisition phase. The IPA is a focused, short duration "peer review" of a program that produces an unbiased, structured evaluation of the proposed space acquisition activity. The IPA's job is to determine whether the SPD/PM has properly identified and quantified program risk areas and then assess whether adequate risk mitigation plans are in place. For a PSAB IPA, the review activity runs from one to two weeks, or longer, depending on the program's size and scope. The focus of the IPA should be on the identification and evaluation of all elements of program risk. NSS 03-01 AP2.2, AP4, and E5 provide detailed guidelines on the conduct, scope, and required documents of the IPA. Conceptually, the process is the same for DoD Space MDAPs. Refer to NSS 03-01 for differences with and additions to this guidance on the processes and procedures for DSAB-IPAs. Throughout the process, the PSAB Executive Secretariat shall provide advice, training, and sample PSAB products. SMC ACE will develop, maintain, and distribute PSAB schedule and coordinate security clearances for IPAT. The Program Office will support IPA activities as needed.

A2.3.1. PSAB Intention Letter: To allow sufficient lead time for planning, training, and cost analysis, the SPD/PM will send to the PSAB Executive Secretariat a letter stating the program's intent to undergo a PSAB, and attach the program's final TRD, POE, draft CARD or technical baseline, and risk analysis. The Program Office will also identify a Program Office Cost Assessment Liaison to coordinate activities with the cost assessment team. Upon receipt of the cost data, SMC/FM will select an ICAT Lead, form a cost analysis team, and initiate the independent cost analysis, starting with the CARD review and data collection, followed by the actual cost analysis. After submitting the PSAB Intention letter, the Program Office will begin assembling their IPS package. Upon receipt of this package, SMC ACE will:

A2.3.1.1. Coordinate proposed PSAB date and input into the DSAB/PSAB planning tool.

A2.3.1.2. Plan and conduct PSAB training for the Program Office.

A2.3.1.3. Forward the attached cost data to SMC/FM.

A2.3.1.4. Name an IPA Facilitator for the PSAB-IPA.

A2.3.2. PSAB-IPA Planning: SMC ACE will conduct orientation and training for the Program Office, to include PSAB-IPA assessment planning, use of the IPA tool, and the development of all PSAB-IPA related documentation.

A2.3.3. PSAB Request Letter: The SPD/PM's draft request letter for a PSAB formally initiates the PSAB-IPA process. This draft PSAB request letter is first coordinated through the PSAB Executive Secretariat to develop a tailored final letter that is then sent to the MDA. Draft Request Letters should be sent a minimum of 105 working days prior to the desired PSAB date to provide adequate time to prepare for and conduct the IPA, and complete the independent cost analysis. It is imperative that the SPD/PM makes the MDA aware, as early in the process as possible, of his intent to request a PSAB date in order for the PSAB Executive Secretariat to recommend the IPA Lead and Team members. Prior to formal initiation of the PSAB process, the PSAB Executive Secretariat will maintain an early and ongoing dialog with the various SPDs/PMs to facilitate entry of their programs into the formal process. In addition, Program Offices will ensure that KDP readiness review checklist items (Ref: NSS 03-01, E1) can reasonably be met in time to conduct the IPA. The SMC ACE should be consulted regarding preparation and completeness prior to submitting the PSAB request letter. The PSAB request letter shall include:

A2.3.3.1. Program name.

A2.3.3.2. Desired PSAB date.

A2.3.3.3. KDP being met and existing ADM direction.

A2.3.3.4. Identification of KDP pre-requisite checklist shortfalls (Ref: 7.).

A2.3.3.5. List of stakeholders and subject area experts.

A2.3.3.6. An MDA approved Acquisition Strategy applicable for the upcoming acquisition phase. All programs regardless of ACAT are required to have an Acquisition Strategy. Details on the Acquisition Strategy creation and approval process are found in NSS 03-01, AP4.1.1.

A2.3.3.7. A list of proposed IPAT Leads. SPDs/PMs may include their recommendations for IPA Team Leads with a biography as an attachment.

A2.3.3.8. List of identified program risk areas.

A2.3.3.9. If appropriate, the letter shall also include a request and rationale for the MDA to grant an exemption to any of the processes and procedures contained within this instruction.

A2.3.4. Initial PSAB Activities: Within 5 days after receipt of the final PSAB Request Letter, the PSAB Executive Secretariat will staff the PSAB Request Letter and provide nominations for potential IPAT Leads to the MDA for consideration and approval (Ref: 4.4.). The actual selection process can take upwards of 30 working days.

A2.3.5. MDA Call for PSAB Letter: The PSAB Executive Secretariat will provide a draft MDA Call for PSAB Letter to the MDA for approval. The Final MDA Call for PSAB Letter will provide the following information:

A2.3.5.1. PSAB date.

A2.3.5.2. PSAB location.

A2.3.5.3. ICAT and IPAT Leads.

A2.3.5.4. The scope or tailoring of the IPA or waiver of the IPA.

A2.3.5.5. Items of interest to be addressed by the Program Office, IPAT, and ICAT.

A2.3.5.6. Invitation to stakeholders, SMC functionals, and Program Offices to augment the IPA and cost assessment teams.

A2.3.6. PSAB IPAT Lead Planning Activities: Within 5 working days after issuance of the PSAB Call Letter, the PSAB IPAT Lead will estimate the scope of effort involved with the PSAB and initiate a plan of action. The PSAB Executive Secretariat will name a PSAB-IPA Facilitator to assist the PSAB IPAT Lead on the following activities:

A2.3.6.1. Program assessment planning (e.g., issue identification, agenda, etc.).

A2.3.6.2. Identify review requirements by going through the IPS, IPA, and independent cost analysis items identified in NSS 03-01 AP2, AP3, E2, and E5.

A2.3.6.3. Meet with stakeholders and identify potential issues and concerns.

A2.3.6.4. Plan for IPAT administrative considerations (e.g., communications, security, computer, facilities, travel, etc.).

A2.3.6.5. Select IPAT members.

A2.3.6.5.1. SMC IPAT Nomination Process: The PSAB Executive Secretariat will manage the IPA member nomination process. With support from the IPA Facilitator, the IPAT Lead shall identify areas of expertise required to accomplish the IPA and then select qualified core IPA functional and technical experts based on their recognized expertise in a particular area requiring IPA review. The size of the core IPA team is usually between 10-15 members, depending on the complexity and maturity of the program under review. Each selectee's immediate supervisor and 2-Letter chief will be coordinated with. The MDA has final approval authority over all IPAT members. The IPAT Lead shall select the IPAT within 30 working days after receiving the MDA Call for PSAB Letter, and the PSAB Executive Secretariat will notify selected personnel within 3 working days of the lead's decision.

A2.3.6.5.2. IPAT Core Members: Core IPAT Members are responsible for providing IPA assessment status and ratings, and are "voting" members of the IPA. IPAT core member shall support the IPA full-time, starting from IPA Orientation until released by the IPA Lead. During this period, each IPAT Member shall conduct an unbiased review of the program under evaluation, applying all relevant experiences and pertinent information to ensure an objective evaluation with factual recommendations. Core IPAT and other support members, may be recruited from OO-ALC for ICBM systems and from other DoD Services for Joint Programs such as MILSATCOM and GPS. HQ AFSPC participation is also encouraged in the IPA process.

A2.3.6.5.3. IPAT Stakeholder Representatives: Stakeholder representatives are members that have a real need to understand the program but either cannot dedicate the time to be full-time members or were not selected as core members. Their main purpose is to represent their organizations' interests. Stakeholder representatives shall not reveal IPA assessment status, ratings, or any other information not specifically related to their organizations' concerns. Stakeholder representatives shall be identified before the start of the IPA process and are expected to serve throughout the entire IPA activity in order to maintain continuity and minimize the need to revisit previously covered material. Stakeholder representatives shall be identified by the Program Office, recommended to the PSAB Executive Secretariat, approved by the IPA Lead, and notified upon confirmation of team assignment by the PSAB Executive

Secretariat. All program review materials and briefing schedules will be available to the stakeholder representatives. The stakeholder representatives will work with the PSAB Executive Secretariat staff and the IPAT Leader to define their participation in the review process. The stakeholder representatives will be provided access to all the IPA review documentation via an appropriately secure website and are responsible for preparing their senior principal for the PSAB.

A2.3.6.5.3.1. Due to the interdependence of independent cost analysis and IPAT activities, the cost analysis team is considered a stakeholder representative and with IPAT Lead's approval may choose to appoint a full-time ICAT representative to the IPAT. Stakeholder representatives shall be approved by the IPA Lead, and notified upon confirmation of team assignment by the IPA Facilitator.

A2.3.6.5.4. Subject Matter Experts: The IPA Lead defines the scope of SME involvement on a particular IPA. The Program Office will assist the IPAT to identify relevant SMEs. The SMEs focus on a particular technical area rather than overall program assessment. Technical areas can include systems engineering, communications, logistics, acquisition systems protection, test and evaluation, program protection, environment, safety and health, system safety, and others as appropriate. Unless explicitly notified by the IPA Lead, SMEs are not part of the core team, are not voting members of the IPA, and are only part-time members of the IPAT who must attend only those sessions that apply to their respective area of expertise. Some SMEs should be from organizations outside of internal SMC assets. The IPA Lead will ensure that the IPA Facilitator is explicitly made aware of any SMEs who are made members of the core team. The Facilitator will ensure that the PSAB Secretariat and the Program Office are made aware of the IPA Lead's decision.

A2.3.7. MDA and IPAT Lead Meeting: Within 5 working days after issuance of the MDA Call for PSAB Letter the IPA Facilitator will set up an IPAT Lead meeting with the MDA. The purpose of this meeting is to:

A2.3.7.1. Define the scope and the level of effort required for the PSAB.

A2.3.7.2. Inform the MDA of the IPA Lead's core IPAT member selections.

A2.3.7.3. Present the proposed IPA schedule that includes all preparatory meetings.

A2.3.7.4. Allow the MDA an opportunity to present additional guidance as to what he wants the IPA to examine.

A2.3.7.5. Prioritize the IPS review areas based on Program Office recommendations and MDA approval.

A2.3.8. IPS Readiness Review: PSAB Executive Secretariat, IPA Lead, IPA Facilitator and the Program Office will conduct a sufficiency review of the IPS and other documentation to ensure that Program Office is ready to go forward with the IPA. The PSAB Executive Secretariat will develop a draft agenda for the IPA, identifying the specific IPS areas requiring additional briefings and discussion.

A2.3.9. IPA Orientation: The purpose of the IPA Orientation is to familiarize the team members with the program undergoing review and the IPA process. The program shall deliver both printed and electronic version of the Program Office IPS to the IPA team no later than the day of the IPA orientation. Specific IPS areas should be assigned to IPAT members at the beginning of training. The team will receive the following briefings and documents during the two-day orientation:

A2.3.9.1. PSAB IPA process orientation, incorporating training on NSS 03-01, PSAB-IPA process, Key Requirements Metrics, Lessons learned, and the IPA Tool (presented by the IPA Facilitator).

A2.3.9.2. Program overview briefing (presented by the Program Office).

A2.3.9.3. ICAT activity status (presented by the ICAT Lead).

A2.3.9.4. Instructions and templates for final reports and outbriefs.

A2.3.9.5. List of KRMs and KRIs with which to evaluate the program; this will also be given to the Program Office by the IPA Facilitator.

A2.3.10. Conduct IPA: The IPA is usually conducted in the SMC Decision Support Center (Building 272, Room 2-238). However, for geographically separated units or programs at KDP-C, it might be more advantageous to have the IPA at an alternate location. In this eventuality, the Program Office shall be responsible for all temporary duty (TDY) costs incurred by SMC ACE personnel. The IPA Facilitator will coordinate with the Program Office to arrange a site selection that is both effective for conduct of the evaluation and cost efficient to the government. Note that facility clearance requirements might be an important factor in selecting the IPA location. During the IPA, the Program Office will present briefings on IPS areas requiring additional clarifications. Instead of generating a new briefing specifically for the IPA, the Program Office is encouraged to use existing documents and briefing charts for discussions with the IPAT. The Program Office will deliver a Program Office Estimate briefing, independent of the draft ICAT briefing. The IPA Facilitator will work with the PM and the IPAT and ICAT Leads to coordinate the briefing sequence and content. All questions from the IPAT and responses from the Program Office shall be documented in the electronic IPA Tool. The IPA is responsible for generating a draft IPA briefing and ADM recommendations.

A2.3.11. SPD Courtesy Pre-Brief: This meeting is a forum for the IPAT Lead to relay any major findings to the SPD, obtain clarification on any outstanding issues, and reconcile any information gaps before going into the PSAB. The IPAT Lead is encouraged to review the draft IPA briefing and ADM recommendations with the SPD at this meeting. All PSAB invitees, except the MDA, are encouraged to attend the SPD pre-brief.

A2.3.11.1. PSAB Preparatory Package: The PSAB Executive Secretariat will make available an electronic PSAB read-ahead package to PSAB invitees. The package will include items [A2.3.11.1.1](#) - [A2.3.11.1.5](#). Program Office personnel shall be directed to assist the PSAB Executive Secretariat in preparation and distribution of the read ahead package. PSAB invitees are encouraged to attend the SPD pre-brief. No other pre-briefs to the PSAB invitees will be conducted unless requested by the MDA. The Stakeholder IPAT members are expected to use the PSAB read-ahead package to prepare their leadership to attend the PSAB.

A2.3.11.1.1. IPA briefing to include program overview and ICAT briefing.

A2.3.11.1.2. IPS.

A2.3.11.1.3. MDA approved Acquisition Strategy (for KDP-A, B, C, and Build Approval).

A2.3.11.1.4. APB or proposed APB (for KDP-B and C).

A2.3.11.1.5. ADM or proposed ADM (for KDP-A, B, and C).

A2.3.12. PSAB: The MDA convenes a PSAB to obtain advice and information necessary to support his decision whether or not to proceed into the next acquisition phase. An MDA decision to proceed authorizes the PM to perform appropriate activities in accordance with the approved Acquisition Strategy, APB, and ADM. The PSAB Executive Secretariat shall organize the PSAB and work with the SPD/PM and the IPAT and ICAT Leaders to coordinate the briefing sequence and content. Typically, the SPD/PM will present a brief summary of the program, and then the IPAT Lead, with support from the ICAT Lead, shall present their independent assessment findings and recommendations. All material presented at the PSAB should be at the lowest possible classification level. The PSAB Executive Secretariat shall be designated as the Recorder, and shall prepare, coordinate with the PEO and SPD/PM, and distribute the PSAB summary, action items, and other decisions not covered in the ADM. The PSAB Executive Secretariat shall also coordinate any new or updated ADM, Acquisition Strategy, or other program direction with the SPD/PM.

A2.3.13. Acquisition Decision Memorandum: The purpose of the ADM is to document program direction from the MDA. The MDA will issue a written ADM documenting the decisions of the PSAB and establishing the exit criteria for the next acquisition phase. Refer to NSS 03-01 AP4.1.2 for the specifics and content of the ADM. SMC ACE shall assist the Program Office in drafting the DSAB/PSAB ADM by providing format and lessons learned advice. The Program Office shall include a pre-coordinated draft ADM in the IPS (Ref: 4.2.6.). Based on findings found during the IPA, the IPAT shall provide its recommendations and proposed changes to the draft ADM to the MDA at the PSAB. The proposed ADM from the IPAT shall be coordinated with the standing members of the PSAB (except the MDA) immediately after the SPD Pre-Brief and before the PSAB. The coordinated ADM will be included in the PSAB Preparation Package. If the decision involves the Program Office return to the MDA for an in-phase review (IPR), the ADM shall specify the entry and exit criteria for the IPR and state if an IPA is required to validate the completion of the IPR entry or exit criteria. For programs undergoing KDP-C upgrade, the ADM shall document which KDP (e.g. KDP-A, B, or C) the upgrade will be required to meet in order to begin the acquisition process. Within 5 working days after the completion of the PSAB, the MDA will sign the ADM. The ADM will be addressed to the appropriate SPD/PM. The PSAB Executive Secretariat will distribute copies of the ADM to the PSAB attendees.

**A2.4. Independent Cost Analysis Activity:** The ICA/ICE provides the MDA with sound, consistent cost estimating and analysis results for effective decision making and is a key activity leading up to a PSAB.

A2.4.1. SMC/FM shall:

A2.4.1.1. Select the ICAT Lead upon receipt of the IPA intention letter.

A2.4.1.2. Develop local cost analysis process methodology, data requirements, and training to support the program under review.

A2.4.1.3. Identify cost team facilities, equipment, and schedule requirements to SMC ACE for planning and resource allocation.

A2.4.1.4. Identify specific data requirements to the Program Office for the cost team's assessment based on the agreed upon scope.

A2.4.1.5. SMC/FM may augment the ICAT with qualified personnel drawn from across the FM community, including the Program Office, SMC/FM, University Affiliated Research Center staff,

System Engineering and Technical Assistance (SETA) contractors, Federally Funded Research and Development Center (FFRDC) staff and/or appropriately experienced external SMC personnel, to serve as team members.

A2.4.2. The ICAT Lead will form the ICAT and initiate the independent cost analysis after receipt of the PSAB Intention Letter. Program costs are compared with budget forecasts and evaluated. For non-MDAPs an ICA is performed for KDP-A, and an ICA or ICE for KDP-B, and an ICE for KDP-C and Build Approval. SMC/FM will work with the Program Office to understand the program, Acquisition Strategy, schedule, and cost documentation fidelity to recommend specific tailoring of the independent cost analysis (as appropriate) to be included in the PSAB Call Letter. For PSAB programs, 150 to 170 working days is the nominal timeline for the ICAT process. The ICAT will deliver a draft ICE/ICA Briefing to the IPA. The final ICA/ICE results will be delivered at the SPD Courtesy Pre-Brief. For DSABs, to help prepare Program Offices to meet their DSAB ICA/ICE obligations, SMC/FM shall conduct a sufficiency review of program cost documentation (CARD, POE, risk assessment, ground rules and assumptions, etc.) prior to the documentation being submitted to the DSAB ICAT Lead.

A2.4.3. Required Cost Analysis Data: The Program Office will submit an approved CARD, TRD, and POE with the PSAB Intention Letter. The CARD must be approved by the PM as the technical baseline to be used for the POE at the time the program's cost team requires one. These documents should be ready prior to the program submitting a PSAB Request Letter. The Program Office will also provide support to independent cost analysis activities as needed.

**A2.5. Post-PSAB Action Tracking:** Program performance and PSAB action item completion accountability is the responsibility of the SPD/PM. The IPAT is responsible for reviewing the status of actions documented in the ADM from the previous KDP as part of their assessment of program readiness for the next phase. The SPD/PM is responsible for monitoring compliance with ADM direction throughout the development of the program and is specifically responsible for tracking actions after the KDP-C PSAB is held. The PSAB Executive Secretary shall track the status of PSAB action items.

A2.5.1. Program Record Keeping and PSAB History File: The PSAB Executive Secretariat shall retain detailed metrics, lessons learned, and examples of IPS, ADM, annotated briefings, independent cost analysis results, etc., on the IPA Tool for 3 years as the official program decision record. The SPD/PM shall comply with record keeping responsibilities under the Federal Records Act for the program information collected and retained in the form of electronic records (Ref: DoDD 5015.2). Electronic record keeping systems shall preserve the information submitted, as required by 44 USC 3101, *et seq.*

DESCRIPTION AND MILESTONE DECISION AUTHORITY FOR DOD SPACE PROGRAMS

DoD Space Programs	Acquisition Designation <i>(All Dollar Thresholds in FY00 Constant Dollars)</i>	Required Program Assessment	Required Cost Analysis	Milestone Decision Authority
MDAP	<ul style="list-style-type: none"> <li>• <b>ACAT I Program</b> <ul style="list-style-type: none"> <li>o Total expenditure estimated by the DoD Space MDA &gt; \$365M for RDT&amp;E or \$2.190B for procurement, or</li> <li>o Designated by the DoD Space MDA or USD(AT&amp;L) as special interest</li> </ul> </li> </ul>	DSAB	ICA for KDP-A  ICE for KDP-B, -C, or Build Approval	USD (AT&L)
	<ul style="list-style-type: none"> <li>• <b>ACAT I Program in Post Production Upgrade</b> <ul style="list-style-type: none"> <li>o Total upgrade expenditure estimated by DoD Space MDA &gt; \$180M</li> </ul> </li> </ul>	DSAB or as directed by MDA	ICE	USD (AT&L)
	<ul style="list-style-type: none"> <li>• <b>ACAT I Program in Post Production Upgrade</b> <ul style="list-style-type: none"> <li>o Total upgrade expenditure estimated by DoD Space MDA &lt; \$180M</li> </ul> </li> </ul>	PSAB or as directed by MDA	ICE or as directed by MDA	AFPEO/SP or as delegated
Non-MDAP	<ul style="list-style-type: none"> <li>• <b>ACAT II Program</b> <ul style="list-style-type: none"> <li>o Total expenditure estimated by the DoD Component Head &gt; \$140M for RDT&amp;E or \$660M for procurement, or</li> <li>o Designated by DoD Component Head as a “major” system</li> </ul> </li> </ul>	PSAB	ICA for KDP-A ICA or ICE for KDP-B ICE for KDP-C	AFPEO/SP or as delegated
	<ul style="list-style-type: none"> <li>• <b>ACAT III Program</b> <ul style="list-style-type: none"> <li>o Total expenditure estimated by SMC/FM &gt; \$50M for RDT&amp;E or \$236M for procurement, or</li> <li>o DoD Space non-major system</li> </ul> </li> </ul>	PSAB	ICA for KDP-A ICA or ICE for KDP-B ICE for KDP-C	AFPEO/SP or as delegated
	<ul style="list-style-type: none"> <li>• <b>ACAT III Program</b> <ul style="list-style-type: none"> <li>o Total expenditure estimated by SMC/FM &lt; \$50M for RDT&amp;E or \$236M for procurement</li> </ul> </li> </ul>	Not required	ICA, ICE, or as directed by MDA	AFPEO/SP or as delegated
	<ul style="list-style-type: none"> <li>• <b>Non-MDAP Program in Post Production Upgrade</b> <ul style="list-style-type: none"> <li>o Total upgrade expenditure estimated by SMC/FM &gt; \$140M</li> </ul> </li> </ul>	PSAB	ICE or as directed by MDA	AFPEO/SP or as delegated
	<ul style="list-style-type: none"> <li>• <b>Non-MDAP Program in Post Production Upgrade</b> <ul style="list-style-type: none"> <li>o Total upgrade expenditure estimated by SMC/FM &lt; \$140M</li> </ul> </li> </ul>	Not required	ICE or as directed by MDA	AFPEO/SP or as delegated

**Attachment 4**

**SUMMARY OF DIFFERENCES BETWEEN THE DSAB AND PSAB PROCESS**

<b>Activity</b>	<b>DSAB (all durations in working days)</b>	<b>PSAB (all durations in working days)</b>
<i>Program Assessment Request Letter</i>	DSAB request letter initiates the DSAB process	PSAB request letter initiates the PSAB process
<i>MDA</i>	USD(AT&L)	AFPEO/SP or delegate
<i>Planning and Guidance Meeting and Timing</i>	DSAB planning meeting is required 8 days after request letter is received	Not required, MDA provides guidance in PSAB call letter
<i>IPAT Team Lead</i>	O-7 or civilian equivalent or above appointed by MDA	O-6 or civilian equivalent or above appointed by MDA
<i>Size of the IPA Core Team</i>	15-18	10-15
<i>ICAT Team Lead</i>	Appointed by MDA	Appointed by MDA
<i>ICA/ICE</i>	460-640 days	150-170 days
<i>Readiness Review</i>	DSAB Readiness Review is required 60 days after request letter is received	Not required, Program Office is responsible for ensuring that IPA readiness review checklist and key entry criteria are met prior to submit the request letter
<i>Integrated Program Summary</i>	Required, due two weeks before start of IPA	Required, due two weeks before start of IPA, can be tailored
<i>Technical Readiness Assessment</i>	Must be coordinated with SAF/AQR prior to IPA	Does not require SAF/AQR coordination
<i>Timing of IPA</i>	55 days after request letter is received	70 after request letter is received
<i>Duration of IPA</i>	25 days	10 days
<i>Pre-DSAB/PSAB Briefing</i>	AFPEO/SP Pre-DSAB Briefing	SPD Pre-Brief
<i>ADM</i>	Issued 10 days after DSAB	Issued 10 days after PSAB

SPACE ACQUISITION DOCUMENT MATRIX

Document Title	Written By	KDP or Phase	Approval Threshold	Approval Required Per Statute	Approval Required Per SAF/US	Coord Required Per Statute	Coord Required (Per SAF/US)	Ref. Documents
<b>Acquisition Decision Memorandum (ADM)</b>	SPO & DoD Space MDA Staff	KDP-A KDP-B KDP-C Build Approval	Any program conducting a PSAB or DSAB	N/A	MDA	N/A	SPD/PM; PEO; CAE; ASD(NII); USD(I); PA&E; Lead User/ Operating Command; Affected Agencies and Departments, SMC ACE, SMC Staff	DoDI 5000.2 E3.T2 NSS 03-01 AP4.1.2 & E2 SMCI 63-102 <b>4.2.6.</b> , A2.3.15
<b>Acquisition Program Baseline (APB)</b>	SPO	KDP-B KDP-C Build Approval	All programs	N/A	MDA	OSD(C) (10 USC 2220)	J8; SPD/PM; PEO; USD(I); PA&E; CAE; Lead User/ Operating Command; ASD(NII); Affected Agencies and Departments	10 USC §2435 10 USC §2220(a)(2) NSS 03-01 AP4.1.3 & E1, E2, E3 AFI 63-123 SMCI 63-102 <b>A2.2.4.</b>
<b>Acquisition Strategy</b>	SPO	KDP-A KDP-B KDP-C Build Approval	All programs	N/A	MDA; PEO; SPD/PM	N/A	CAE; Service Contracting Authority; ASD(NII);Lead User/Operating Command	10 USC §2440 10 USC §2469 DFARS 207.103(d)(i) DoDI 5000.2 E3.T2 NSS 03-01 AP4.1.1 & E2
<b>Analysis of Alternatives (AoA)</b>	Lead OPS command	KDP-A KDP-B (update) KDP-C (update)	ACAT I As directed by MDA for ACAT II & ACAT III	Director, PA&E	Director, PA&E	Director, PA&E	Director, PA&E	DoDI 5000.2 E3.T2, E6.5 NSS 03-01 AP1.2.1.2, E1, E4.6
<b>Beyond-LRIP Report (OSD T&amp;E Oversight programs only)</b>	DOT&E & SPO	Phase D	MDAP	NA	N/A	SECDEF USD (AT&L) Congressional Defense Committees	N/A	10 USC §2399 NSS 03-01 E2 AFI 99-103 Defense Acquisition Guidebook
<b>Capability Development Document (CDD)</b>	Capability Needs Authority (J8)	KDP-A (Initial) KDP-B KDP-C	All programs	JROC	N/A	DIA/J-2, J-6, DoD Components, DoD agencies, JWCA teams, PA&E, CRD leads, Integrated architecture leads.	N/A	CJCSM 3170.01

Document Title	Written By	KDP or Phase	Approval Threshold	Approval Required Per Statute	Approval Required Per SAF/US	Coord Required Per Statute	Coord Required (Per SAF/US)	Ref. Documents
<b>Capability Production Document (CPD)</b>	Capability Needs Authority (J8)	Build Approval	All programs	JROC	N/A	DIA/J-2, J-6, DoD Components, DoD agencies, JWCA teams, PA&E, CRD leads, Integrated architecture leads.	N/A	CJCSM 3170.01
<b>Clinger Cohen Act (CCA) Compliance Table Certification</b>	SPO	KDP-A KDP-B KDP-C Build Approval	MDAP  Non-MDAP	MILDEP CIO Concurrence  MILDEP CIO Confirmation of Receipt	N/A	SAF/USA AFSPC/LC  APSPC/LC	N/A	PL 107-248 Sec. 8088 PL 105-261 Subtitle D, Sec. 311 40 USC §11101 et seq
<b>Concept of Operations (CONOPS)</b>	AFSPC or lead operations command	KDP-A KDP-B	All programs	CSAF	N/A	HQ AF/XO AF/XOX	N/A	AFPD 10-28
<b>Cooperative Opportunities with Allies Consideration</b>	USD(AT&L) SPO	KDP-A KDP-B KDP-C	All programs	N/A	N/A	DAB	N/A	10 USC §2350a
<b>Cost Analysis Requirements Description (CARD)</b>	SPO	KDP-B KDP-C Build Approval	ACAT I required ACAT II & III optional	PEO	N/A	N/A	N/A	DoDI 5000.2 DoD 5000.4M AFI 65-508
<b>Developmental Specifications (“B” &amp; “C” Specs)</b>	SPO or contractor	Phase B Phase C	All programs	N/A	SPD	N/A	N/A	NSS 03-01
<b>DoD Strategic Plan Compliance Certification (as part of AoA, whenever practical)</b>	Air Staff/User	KDP-A KDP-B KDP-C Build Approval	All programs	Director OMB	N/A	Congress Affected agencies	N/A	5 USC §306 10 USC §118 PL 106-65, Sec 901-902 NSS 03-01 AP4.1.1, E1, E4.2
<b>Final PESHE/NEPA plans</b>	SPO	Phase C	All programs	SPD/PM	N/A	NA	N/A	42 USC 4321 et seq NSS 03-01 AP1.1.8, E1, E3, E4.15
<b>Independent Cost Analysis (ICA)</b>	OSD/CAIG or SMC/FM	KDP-A KDP-B KDP-C Build Approval	All programs (see exception in SMCI 63-102)	N/A	N/A	N/A	N/A	NSS 03-01 SMCI 63-102
<b>Independent Cost Estimate (ICE) and Manpower Estimate</b>	OSD/CAIG or SMC/FM	KDP-B Build Approval	MDAPs  Non-MDAPs	N/A	N/A	N/A	N/A	10 USC §2434 NSS 03-01 SMCI 63-102

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<b>Industrial Capabilities (part of Acquisition Strategy)</b>	SPO	KDP-A KDP-B KDP-C Build Approval	All programs	N/A	N/A	N/A	N/A	10 USC §2440
<b>Information Assurance Strategy</b>	SPO	KDP-A KDP-B KDP-C	All programs	SPD/PM	N/A	Using Command DAA	N/A	Defense Acquisition Guidebook DoD 8510.1-M DoDD 8500.1 DoDI 8500.2 AFI 33-202
<b>Initial Capabilities Document (ICD)</b>	Capability Needs Authority (J8)	KDP-A	All programs	JROC	N/A	DIA/J-2, J-6, DoD Components, DoD agencies, JWCA teams, PA&E, CRD leads, Integrated architecture leads.	N/A	CJCSM 3170.01
<b>Integrated Logistics Support (ILS) Planning</b>	SPO	Phase A KDP-B KDP-C Post KDP-C	All programs	SPD/PM	N/A	N/A	N/A	Defense Acquisition Guidebook AFI 10-102, Para A2.5.1 MIL-PRF-49506
<b>Integrated Master Schedule (IMS)</b>	SPO	KDP-B KDP-C Build Approval	All programs	N/A	SPD/PM prior to IPA	N/A	NONE	DI-MISC-81183A
<b>Independent Program Assessment (IPA)</b>	IPAT	KDP-A KDP-B KDP-C Build Approval	All programs (but see exceptions in SMCI 63-102)	N/A	MDA	N/A	N/A	NSS 03-01 SMCI 63-102
<b>Integrated Program Summary (IPS)</b>	SPO	KDP-A KDP-B KDP-C Build Approval	All programs	N/A	SPD/PM prior to IPA	N/A	NONE	PL 107-314 Sec. 803 NSS 03-01 AP4.2
<b>Information Support Plan (ISP) – replaces C4ISP</b>	SPO	KDP-B KDP-C Build Approval	All programs	N/A	CAE	N/A	ASD(NII)	DoDI 4630.8 DoDD 4630.5 CJCSI 6212-01C
<b>Life Cycle Cost Estimate* included in POE</b>	SPO	KDP B KDP-C Build Approval	All programs	N/A	N/A	N/A	N/A	NSS 03-01
<b>Live Fire Waiver &amp; alternate LFT&amp;E Plan</b>	46 OG/OGM	Phase B	Covered systems only	DOT&E	N/A	DOT&E	N/A	10 USC §2366 AFI 99-103 5.10

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<b>Live Fire Test &amp; Evaluation (LFT&amp;E) Report</b>	DOT&E	Phase D	OSD-covered programs only	Congress	N/A	SECDEF	N/A	10 USC §2366 Defense Acquisition Guidebook
<b>LRIP Quantities</b>	User, SPO, OT&E Agent	KDP-B	All Programs	MDA	MDA	OT&E Agent for OT test quantities	N/A	10 USC §2400 10 USC §2399
<b>Market Research</b>	Agency Head, SPO	KDP-A KDP-B	All programs	N/A	N/A	N/A	N/A	10 USC §2377 15 USC §644(e)(2)
<b>NEPA Documents</b>	SPO	Phase A Phase B Phase C Phase D	All programs	SMC/EPC	CAE	N/A	N/A	42 USC 4321 et seq EO 12114 NSS 03-01 AP1.1.8, E1
<b>New Start Certification</b>	SPO	KDP-A KDP-B KDP-C Build Approval	All programs	SPD/PM Program Control Chief	N/A	N/A	N/A	AFFARS 5332.702-90
<b>Operational View (OV)</b>	SPO	KDP-A KDP-B KDP-C	All programs	N/A	N/A	N/A	N/A	DoDI 5000.2
<b>Operational Test Plan</b>	OT Agent	KDP-B KDP-C Build Approval	All programs	DOT&E	N/A	N/A	N/A	10 USC §2399 AFI 99-103
<b>Post Deployment Performance Review</b>	End User	Phase D	All programs	N/A	N/A	N/A	N/A	5 USC §306 40 USC §11101 et seq PL 107-217 Sec. 11313
<b>Program Deviation Report</b>	SPD/PM	As required by statute	MDAPs only ACAT II & III to PEO but not congress	SAE	N/A	SAE	N/A	10 USC §2432 10 USC §2433 10 USC §2435
<b>Program Office Estimate (includes Lifecycle Cost estimate)</b>	SPO	Phase B Phase C Phase D	All	SPD/PM	N/A	N/A	N/A	NSS 03-01
<b>Programmatic Environment Safety and Occupational Health Evaluation (PESHE)</b>	SPO	KDP-B KDP-C Build Approval	All programs	N/A	N/A	N/A	N/A	42 USC §4321 et seq NSS 03-01 AP1.1.8, E1, E3, E4.14

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<b>Program Protection Planning (PPP)</b>	SPO	Phase A Phase B Phase C Phase D	All programs	SPD/PM and MDA	N/A	Operating & using organizations	N/A	DoDD 5200.39 NSS 03-01 AP1.1.12 AFPD 63-17 AFPEO/SP SRTP Policy 63-17 Defense Acquisition Guidebook
<b>Registration of mission-critical and mission-essential information systems</b>	SPO	KDP-B	Mission-critical and mission-essential information systems only	N/A	N/A	N/A	N/A	PL 107-248, Sec 8088 PL 106-398, Sec 811 NSS 03-01 AP1.1.8, E4.15
<b>Risk Management Plan</b>	SPO	KDP-B KDP-C Build Approval	All programs	N/A	N/A	N/A	N/A	NSS 03-01 E4.9
<b>Selected Acquisition Report (SAR)</b>	SPO	Phase B Phase C Phase D	MDAPs only	N/A	N/A	N/A	N/A	10 USC §2432
<b>Segment Synchronization Planning</b>	SPO	KDP-C Post KDP-C	All programs	N/A	N/A	N/A	N/A	NSS 03-01
<b>Source of Repair Analysis (SORAP) (part of acquisition strategy; includes Depot Core Analysis &amp; Depot Maintenance Interservice Study)</b>	SPO	KDP-B KDP-C	All programs	N/A	ASP Chairman or SMC/CC	N/A	SPD SMC/CC or CV HQ AFMC/LG JDMAG ASP Chairman or SMC/CC	10 USC §2460 10 USC §2464 10 USC §2466 10 USC §2469 10 USC §2474 NSS 03-01 E1
<b>Space Situational Awareness Support</b>	SPO	KDP-B	All programs	N/A	N/A	N/A	N/A	NSS 03-01
<b>Spectrum Certification Compliance</b>	SPO	Phase B Phase C	All programs using electromagnetic spectrum	N/A	N/A	N/A	N/A	47 USC §305 47 USC §901-904 PL 102-538 Sec. 104 DoDD 4650.1 NSS 03-01
<b>System Disposal Plan</b>	SPO	KDP-C Phase C	All programs	N/A	N/A	N/A	N/A	NSS 03-01
<b>System Specification (“A” Spec)</b>	SPO or contractor	Phase A	All programs	N/A	SPD	N/A	N/A	NSS 03-01
<b>System Security Authorization Agreement (SSAA)</b>	SPO	KDP-B KDP-C	All programs	SPD/PM	N/A	DAAAs for interfacing systems	N/A	DoDI 5200.40 PL 100-235

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<b>System Threat Assessment Report (STAR)</b>	Intelligence Office	Phase A Phase B Phase C Phase D	All programs	Service Assistant Chief of Staff for Intelligence	N/A	N/A	N/A	DoDD 5105.21 Defense Acquisition Guidance
<b>System View (SV)</b>	SPO	KDP-B KDP-C Build Approval	All programs	N/A	N/A	N/A	N/A	DoDI 5000.2
<b>Technical View (TV)</b>	SPO	KDP-B KDP-C Build Approval	All programs	N/A	N/A	N/A	N/A	DoDI 5000.2
<b>Technology Development Strategy</b>	SPO	KDP-A KDP-B KDP-C	All programs	N/A	N/A	N/A	N/A	PL 107-314 Sec. 803
<b>Test &amp; Evaluation (T&amp;E) Strategy</b>	SPO	KDP-A KDP-B	All programs	N/A	Dir OT&E for MDAPs; ASD(NII); Service OTA for "major" systems; SPD/PM; CAE; PEO	N/A	Service Test Authority	DoDI 5000.2
<b>Test &amp; Evaluation Master Plan (TEMP)</b>	SPO	KDP-B	All programs	Dir OT&E for MDAPs; Service OTA for "major" systems	MDA;ASD(NII); Program CAE; PEO; Service Test Authority; SPD/PM;	N/A	Affected Services and/or Agencies	DoDI 5000.2 10 USC 139 10 USC 2366 10 USC 2399 10 USC 2399 10 USC 2400 AFI 99-103
<b>Technical Requirements Document (TRD)</b>	SPO		All programs	Component S&T Exec; MDA	N/A	DUSD(S&T)	N/A	TRA Deskbook
<b>Training System Requirements Analysis (TSRA)</b>	AFSPC/LC	Phase B	All programs	N/A	ASP Chair or SMC/CC	N/A	PM, LC, UC	AFI 36-2251 AFMAN 36-2234
<b>Unit Cost Report</b>	SPO	Phase B Phase C Phase D	MDAPs only	N/A	N/A	N/A	N/A	10 USC §2433
<b>Value Engineering</b>	SPO	KDP-A KDP-B KDP-C Build Approval	All programs	N/A	N/A	N/A	N/A	41 USC §432