

MEMORANDUM FOR THE RECORD

FROM: AAC/DC(A)

SUBJECT: SDB Increment I Program Performance

1. At the 1 April 2005 Overarching Integrated Product Team (OIPT) review of the Small Diameter Bomb Increment I (SDB Inc I) program to determine its readiness to enter Low Rate Initial Production (LRIP), the presiding officer, Dr. Lamartin, requested that I prepare a paper outlining, “why the SDB Inc I program met the cost, schedule and operational performance commitments in its original baseline when so many programs in the DoD do not.” The key enablers to program success are grouped below into four main categories: Leadership Support, Acquisition Strategy and Source Selection Tailored to Realistic Requirements, a Warrior Attitude, and a Team Approach. I based this paper on inputs from the Program Manager, now retired Col James McClendon, my personal experiences, and additional inputs from various team members and stakeholders. The information below pertains to two phases of the SDB Inc I program: the Component Advanced Development (CAD) competitive phase between the Boeing and Lockheed Martin corporations conducted from September 2001 until the downselect in August 2003; and the System Design and Development (SDD) phase, with prime contractor Boeing, conducted from October 2003 until the LRIP Milestone C decision in April 2005.

a. Leadership Support. While leadership support is always important in an acquisition program, SDB Inc I enjoyed extraordinary leadership in three areas. The Chief of Staff of the Air Force (CSAF) clearly established his Commander’s Intent, experienced leadership was chosen to manage the program, and the Air Armament Center Commander made SDB Inc I the top priority at Eglin Air Force Base (AFB).

(1) Commander’s Intent. Early in the competitive CAD phase, the SDB program was designated a pathfinder program by the AF Service Acquisition Executive (SAE). The pathfinder programs were established to pioneer ways to gain speed and credibility in acquisition. Under the pathfinder umbrella, the CSAF, Gen John Jumper, published his Commander’s Intent: SDB Required Assets Available (RAA) in 4QFY06. From that day forward, “Schedule is #1 – RAA in 06” became the rallying cry for the program. It is impossible to overstate the positive impact of the CSAF establishing a clear priority among the competing demands of cost, schedule, and performance. This clear direction and priority fostered a “don’t accept no” attitude within the program office, forced hard decisions by the warfighters to live with a spiral/incremental approach – the “80% solution” – and gave the program team leverage to focus stakeholders on meeting commitments. A few team members left, some stakeholders really never embraced the