

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**



**AIR FORCE POLICY DIRECTIVE 63-1**

**AIR FORCE POLICY DIRECTIVE 20-1**

**3 JULY 2012**

**Acquisition / Logistics**

**INTEGRATED LIFE CYCLE MANAGEMENT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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Certified by: SAF/AQ,  
(Lt Gen Janet C. Wolfenbarger)  
SAF/IE, (Debra K. Tune)

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This Air Force Policy Directive (AFPD) provides an Air Force acquisition and sustainment Integrated Life Cycle Management (ILCM) framework for Air Force systems, subsystems, end items, services, and activities (for the purpose of this publication referred to as programs throughout this document). It applies to all Air Force military and civilian personnel; members of the Air Force Reserve; members of the Air National Guard; and other individuals or organizations as required by binding agreement or obligation with the Department of the Air Force. This AFPD implements Department of Defense Directives (DoDDs) 2040.3, *End Use Certificates (EUCs)*; 4151.18, *Maintenance of Military Materiel*; 4275.5, *Acquisition and Management of Industrial Resources*; 4400.1, *Defense Production Act Programs*; 5000.01, *The Defense Acquisition System*; 5000.52, *Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program*; 3020.49, *Orchestrating, Synchronizing, and Integrating Program Management of Contingency Acquisition Planning and Its Operational Execution*; 4120.11, *Standardization of Mobile Electric Power (MEP) Generating Sources*; 5134.09, *Missile Defense Agency (MDA)*; 8320.03, *Unique Identification (UID) Standards for a Net-Centric Department of Defense*; and Department of Defense Instruction (DoDI), 4140.01, *Supply Chain Materiel Management Policy*. This AFPD interfaces with and is consistent with 3150.1, *Joint DoD-DOE Nuclear Weapon Life-Cycle Activities* and AFPD 13-5, *Air Force Nuclear Enterprise*. If there is any conflicting policy between this AFPD and applicable Chairman of the Joint Chiefs of Staff issuances or Department of Defense (DoD) issuances, the latter shall take precedence. AFPD 63-1; 20-1 provides the flexibility required for today's Air Force and must be used in conjunction with AFPD 10-6, *Capabilities Based Planning and*

*Requirements Development*, and AFPD 99-1, *Test and Evaluation Process*. This AFPD cannot be supplemented. This multiple series publication will not be modified or rescinded without the concurrence of both certifying officials. Send all recommendations for changes or comments to Assistant Secretary of the Air Force, Acquisition Management Policy (SAF/AQXA) workflow ([safaqxa.workflow@pentagon.af.mil](mailto:safaqxa.workflow@pentagon.af.mil)) or 1060 Air Force Pentagon, Washington, DC 20330-1060, through appropriate channels using AF FORM 847, Recommendation for Change of Publication, with a courtesy copy to Deputy Assistant Secretary of the Air Force, Logistics (SAF/IEL), 1665 Air Force Pentagon, Washington, DC 20330-1665. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm/>. Guidance in accessing the AF RDS can be obtained from your office Records Custodian, Functional Area Records Manager, or the HAF Records Management Office, [HAFRecords.Workflow@pentagon.af.mil](mailto:HAFRecords.Workflow@pentagon.af.mil). For nuclear systems or related components, ensure the appropriate nuclear related regulations are applied.

## **SUMMARY OF CHANGES**

This publication has been substantially revised and must be completely reviewed. This AFPD consolidates publications and provides a life cycle integrated framework for acquisition and sustainment.

**1. Integrated Life Cycle Management (ILCM).** ILCM is the seamless governance with transparent processes that integrates all aspects of infrastructure, resource management, and business systems necessary for successful development, acquisition, fielding, sustainment, and disposal of systems, subsystems, end items, and services to satisfy validated warfighter capability needs. An ILCM approach improves acquisition and sustainment of Air Force capabilities by ensuring acquisition efficiency, ensuring robust technical planning, optimizing operations and sustainment of fielded capabilities, minimizing the logistics footprint, and reducing life cycle cost of the program.

1.1. ILCM Applicability. ILCM shall be applied to Air Force acquisition and sustainment programs throughout the life cycle of the program in support of warfighter capability planning and validated operational requirements. "Program" includes: activities identified on the Acquisition Master List (AML), weapon systems designated in AFPD 10-9, *Lead Command Designation and Responsibilities for Weapon Systems*, other designated weapons and business systems in sustainment, and services.

1.2. ILCM Governance. An ILCM Executive Forum shall provide governance for capability planning, development planning, acquisition, systems engineering, test, and logistics across Headquarters Air Force (HAF) and Major Commands (MAJCOM). This Executive Forum shall provide for corporate enterprise reviews, decisions, and agendas that balance and integrate critical performance with short-term and long-term trade-offs.

1.3. ILCM Stakeholders. The ILCM community is comprised of multiple stakeholders including leadership, developers, acquirers, integrators, testers, users, and sustainers involved in the successful acquisition, fielding, and sustainment of systems, subsystems, end items, and services to satisfy validated warfighter capability needs. Acquisition organizations are

responsible for the efficient execution of a program, but the ILCM community has authority by either statute or regulation over aspects of programmatic execution and are critical to ensuring successful execution of the program.

**2. Roles and Responsibilities.** ILCM stakeholder organizations have the responsibility for implementing policies by developing guidance and procedures that address the life cycle of a program to ensure all systems, activities, and projects supporting capability planning and validated needs are conducted in accordance with the ILCM approach. Organizational roles and responsibilities include:

2.1. Assistant Secretary of the Air Force for Acquisition (SAF/AQ). Executes all Service Acquisition Executive (SAE) (referred to in DoD policy as Component Acquisition Executive) and Senior Procurement Executive responsibilities and authorities outlined in statute and regulation. Responsible for all acquisition, contracting, and systems engineering policy, guidance, and oversight. Ensures development and maintenance of skills required for the acquisition workforce. Chairs the ILCM Executive Forum.

2.2. Assistant Secretary of the Air Force for Installations, Environment and Logistics (SAF/IE). Responsible for strategic oversight of life cycle product support and develops strategic level logistics, installations, and environmental policy. Provides guidance related to depot-level maintenance and workload and validates compliance with 10 USC §2464, *Core Logistics Capabilities (Core)* and §2466, *Limitations on the Performance of Depot-level Maintenance of Materiel (50/50)*.

2.3. Deputy Chief of Staff for Logistics, Installations & Mission Support (AF/A4/7). Issues AF implementation guidance for logistics support capabilities to ensure weapon system readiness for the user. Responsible for development, training, and maintenance of skills required for the sustainment workforce.

2.4. Director of Test and Evaluation (AF/TE). Provides guidance, direction and oversight for all matters pertaining to the formulation, review, and execution of Test and Evaluation (T&E) plans, policies, programs, and budgets. Manages the AF test infrastructure by ensuring adequate T&E facilities, resources, and expertise are available to support system life cycle T&E activities.

2.5. Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM). Responsible for directing and managing all comptroller and financial management functions, activities, and operations of the Air Force. Provides direction and guidance on: the preparation of Budget Estimates; financial aspects of the planning, programming, budgeting, and execution process; economic and business case analysis; and cost estimating and cost analysis. Responsible for allocation, expenditure, and collection of all funds administered by the Air Force.

2.6. Chief of Warfighting Integration and Chief Information Officer (SAF/CIO A6). Responsible for ensuring compliance with Information Assurance, Certification and Accreditation, Information Support Plans, Clinger-Cohen Act, Records Management, Privacy, Section 508 of the Rehabilitation Act of 1973, and Spectrum Supportability requirements. Responsible for networks and network-centric policies and concepts for the Air Force. Responsible for development and reporting of the Air Force Information

Technology Budget. Responsible for developing enterprise level architecture for the Air Force.

2.7. Deputy Chief of Staff for Intelligence, Surveillance and Reconnaissance (AF/A2). Manages intelligence support to AF programs. Principal interface to the Intelligence Community to articulate AF acquisition requirements for intelligence production; to ensure alignment of requirements with intelligence architectures, products, and standards; and to resolve disagreements on intelligence content issues.

2.8. Deputy Chief of Staff for Strategic Plans and Programs (AF/A8). Responsible for managing the development, compilation, and submission of the Air Force Program Objective Memorandum (POM) and for coordinating and defending the POM, Budget Estimate Submission (BES) and President's Budget (PB) and all related documentation.

2.9. Deputy Chief of Staff for Strategic Deterrence & Nuclear Integration (AF/A10). Responsible for providing presence and advocacy for nuclear enterprise-wide initiatives supporting Air Force nuclear weapon system requirements in the acquisition processes with respect to nuclear and global strike capabilities and survivability.

2.10. Deputy Under Secretary of the AF for International Affairs (SAF/IA). Responsible for supporting Program Managers (PMs) in their preparation and execution of Foreign Military Sales (FMS). Manages the Foreign Comparative Testing (FCT) program to provide foreign technologies and systems that PMs can acquire to meet AF requirements.

2.11. Deputy Chief of Staff for Operations, Plans, and Requirements (AF/A3/5). Responsible for oversight of Air Force operational capability planning and requirements development processes and procedures.

2.12. Director of Business Transformation and Deputy Chief Management Officer (SAF/USM). Responsible for ensuring requirements for business systems and processes are as streamlined and efficient as practicable.

2.13. Chief of Safety (AF/SE). Responsible for the formation of safety and nuclear surety policy, the establishment of aviation safety and mishap prevention programs, and guidance to include mishap reporting and an independent and rigorous investigation process.

2.14. Implementing Commands (Air Force Materiel Command (AFMC)) and Air Force Space Command (AFSPC)). Support the Milestone Decision Authorities (MDA) and PMs by providing technical assistance, infrastructure, manpower, test capabilities, laboratory support, professional education, training and development, and management tools.

**3. Acquisition and Sustainment Execution.** Acquisition and sustainment execution within the ILCM enterprise begins with initial identification of requirements, continues through development, fielding, and sustainment, ending with disposal. Acquisition and sustainment execution requires standard processes and business practices to initiate, govern, and/or regulate actions within the ILCM enterprise, to include:

3.1. Air Force acquisition programs utilizing investment funding to satisfy a validated need (i.e., Research, Development, Test and Evaluation (RDT&E) and procurement) are Acquisition Category (ACAT) programs or Technology Projects. ACAT III has no funding floor and encompasses all programs not included within ACAT I, IA, II, or identified as a Technology Project.

- 3.2. An Air Force program shall only be executed in response to a validated capability need vetted through an approved requirements process.
- 3.3. The Air Force shall promote the development, protection, and integration of technology throughout the life cycle that advances state of the art warfighter capabilities critical to continued superiority in air, space, and cyberspace.
- 3.4. The Air Force shall participate in joint and international cooperative research, development, and programs that support the best interest of the United States and fulfill valid Air Force requirements.
- 3.5. The Air Force shall emphasize conformance to national and international standards for safe access to global airspace, space, and cyberspace.
- 3.6. The Air Force shall apply standard systems engineering processes and practices to ensure the integrity, mission assurance, operational safety, suitability, and effectiveness (OSS&E) of each system throughout the life cycle from concept development through disposal. The Air Force shall apply integrity programs to weapon systems.
- 3.7. The Air Force shall ensure product support is a continuous and collaborative set of activities that establishes and maintains readiness and the operational capability of a system, subsystem, or end-item throughout its life cycle. Product support implementation shall validate and refine the system sustainment objectives and outcomes in preparation for sustainment execution.
- 3.8. An Air Force program shall have a clear governance chain of authority. Dependent upon MDA delegation, all acquisition management responsibilities and authorities for ACAT programs flow directly from the Defense Acquisition Executive (DAE)/Service Acquisition Executive (SAE) to the Program Executive Officer (PEO) to the accountable Program Manager. Unless otherwise stated these delegations shall be assumed and documented by the MDA in an Acquisition Decision Memorandum (ADM).
- 3.9. An Air Force program shall have an established MDA for program execution. The MDA is the DoDD 5000.01 designated individual with overall responsibility for a program. The MDA shall have the authority to approve entry of a program into the next phase of the life cycle framework, shall tailor the program to maximize efficient use of limited resources, shall certify milestone criteria for Major Defense Acquisition Programs (MDAPs), and shall be accountable for program cost, schedule, and performance including Congressional reporting. The MDA shall have authority over all matters impacting programmatic execution except when statutory or regulatory authority resides elsewhere for a specific requirement.
- 3.10. An Air Force program shall have an established PM throughout the life cycle. The PM is defined in DoDD 5000.01 as the designated individual with the responsibility for and authority to accomplish program objectives for development, production, and sustainment to meet the user's operational needs. The PM shall be accountable to the MDA or equivalent authority for program cost, schedule, and performance.
- 3.11. An Air Force program shall be tailored to streamline the acquisition and sustainment processes and documentation commensurate with current and projected risk. For ACAT ID and ACAT IAM programs, Air Force implementation guidance may be tailored to support Defense Acquisition Executive direction. The MDA shall not waive functional requirements

which reside outside MDA authority. Waiver processes for those requirements are incorporated into the functional guidance and may require approvals outside that of the MDA tailoring authority. Waivers are an expressed or written statement to relinquish or provide exceptions to specific statutory or regulatory requirements.

3.12. The MDA shall authorize entry into the Defense Acquisition System at an appropriate point, consistent with phase-specific entrance criteria and statutory/regulatory requirements following completion of or in concert with a Materiel Development Decision (MDD).

3.13. An Air Force program shall minimize resources, schedules, documentation, and coordination associated with program reviews and decisions. The office mandating a review or decision must have the authority and accountability for requested subject matter. All acquisition and sustainment execution requirements, processes, procedures, documents, or activities not required by statutes, executive orders, DoD issuances, Air Force publications, or previously approved through the programmatic chain of command, which require resources, must be fully justified in order to ensure added value to the mission. The MDA makes the final determination on all activities impacting programmatic execution.

3.14. ILCM stakeholders shall advise program execution authorities and assist them with their responsibilities by providing objective inputs to the program. An ILCM stakeholder shall not exercise decision-making authority on programmatic matters unless specific statutory or regulatory responsibility and authority resides with the member.

3.15. For an ACAT program, where there is clear conflict between approved courses of action and where DoD policy/guidance does not allow for tailoring of process, SAF/AQ or SAF/IE shall request waivers from the appropriate DoD office. Where the course of action, as approved and documented through the programmatic chain of command, conflicts with an AFPD, the PM shall submit a request for a waiver to the certifying authority for the publication, who will obtain Secretary of the Air Force approval for the waiver if warranted. Where the course of action, as approved and documented through the programmatic chain of command, conflicts with Air Force Departmental directive issuances other than AFPDs, the PM shall submit a notification via memorandum to the publication OPR for action. The OPR shall take appropriate action to either provide direction to comply with policy, obtain a waiver to requirements, or to initiate changes to publications as appropriate. Resolution of conflicts between Air Force issuances shall be resolved by the appropriate HAF functional.

3.16. An Air Force program shall comply with statutes, executive orders, DoD issuances, AF publications, Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement (DFARS), and Air Force Federal Acquisition Regulation Supplement (AFFARS).

Michael B. Donley  
Secretary of the Air Force

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

DoDD 2040.3, *End Use Certificates (EUCs)*, 14 November 1991

DoDD 3020.49, *Orchestrating, Synchronizing, and Integrating Program Management of Contingency Acquisition Planning and Its Operational Execution*, 24 March 2009

DoDD 4120.11, *Standardization of Mobile Electric Power (MEP) Generating Sources*, 13 April 2004

DoDD 4151.18, *Maintenance of Military Materiel*, 31 March 2004

DoDD 4275.5, *Acquisition and Management of Industrial Resources*, 15 March 2005

DoDD 5000.01, *The Defense Acquisition System*, 12 May 2003

DoDD 5000.52, *Defense Acquisition, Technology and Logistics Workforce Education, Training and Career Development Program*, 12 January 2005

DoDD 5134.09, *Missile Defense Agency*, 17 September, 2009

DoDD 8320.02, *Unique Identification (UID) Standards for a Net-Centric Department of Defense*, 23 March 2007

DoDI 4140.01, *Supply Chain Materiel Management Policy*, 14 Dec 2011

AFPD 10-6, *Capabilities Based Planning and Requirements Development*, 31 May 2006

AFPD 10-9, *Lead Command Designation and Responsibilities for Weapon Systems*, 8 March 2007

AFPD 13-5, *Air Force Nuclear Enterprise*, 6 July 2011

AFPD 99-1, *Test and Evaluation Process*, 22 July 1993

***Adopted Forms***

AF FORM 847, *Recommendation for Change of Publication*.

***Abbreviations and Acronyms***

**ACAT**—Acquisition Category

**ADM**—Acquisition Decision Memorandum

**AFFARS**—Air Force Federal Acquisition Regulation Supplement

**AFMC**—Air Force Materiel Command

**AFSPC**—Air Force Space Command

**AFPD**—Air Force Policy Directive

**AML**—Acquisition Master List

**BES**—Budget Estimate Submission

**CIO**—Chief Information Officer  
**DAE**—Defense Acquisition Executive  
**DoD**—Department of Defense  
**DoDD**—Department of Defense Directive  
**DoDI**—Department of Defense Instruction  
**DFARS**—Defense Federal Acquisition Regulation Supplement  
**FAR**—Federal Acquisition Regulation  
**FCT**—Foreign Comparative Testing  
**FMS**—Foreign Military Sales  
**HAF**—Headquarters Air Force  
**ILCM**—Integrated Life Cycle Management  
**MAJCOM**—Major Command  
**MDA**—Milestone Decision Authority  
**MDAP**—Major Defense Acquisition Program  
**MDD**—Materiel Development Decision  
**PB**—President’s Budget  
**PEO**—Program Executive Officer  
**PGM**—Product Group Manager  
**PM**—Program Manager  
**POM**—Program Objective Memorandum  
**RDS**—Records Disposition Schedule  
**SAE**—Service Acquisition Executive  
**SAF**—Office of the Secretary of the Air Force  
**SECAF**—Secretary of the Air Force  
**T&E**—Test and Evaluation  
**USC**—United States Code

### *Terms*

**Acquisition**—the conceptualization, initiation, design, development, test, contracting, production, deployment, and disposal of a directed and funded effort that provides a new, improved, or continued materiel, weapon, information system, logistics support, or service capability in response to an approved need.

**Enterprise**—the related activities performed for a common purpose including all activities, whether performed in one or more functional or organizational units.



**Integrated Life Cycle Management**—the seamless governance, transparency, and integration of all aspects of infrastructure, resource management, and business systems necessary for successful development, acquisition, fielding, sustainment, and disposal of systems, subsystems, end items, and services to satisfy validated warfighter capability needs.

**Integrated Life Cycle Management Stakeholders**—the organizations and personnel involved with all aspects of infrastructure, resource management, and business systems necessary for successful development, acquisition, fielding, sustainment, and disposal of systems, subsystems, end items, and services to satisfy validated warfighter capability needs.

**Life Cycle**—the span of time associated with a system, subsystem, or end item that begins with the conception and initial development of the requirement, continues through development, acquisition, fielding, sustainment, until the time it is either consumed in use or disposed of as being excess to all known materiel requirements.

**Milestone Decision Authority (MDA)**—the DoDD 5000.01 designated individual with overall responsibility for a program. The MDA shall have the authority to approve entry of an acquisition program into the next phase of the acquisition process and shall be accountable for cost, schedule, and performance reporting to higher authority, including Congressional reporting.

**Modification**—a change to the form, fit, function, or interface of an in-service, configuration-managed Air Force asset.

**Product Support Manager**—the individual responsible for managing the package of support functions required to field and maintain the readiness and operational capability of major weapon systems, subsystems, and components, including all functions related to weapon system readiness, in support of the program manager's life cycle management responsibilities.

**Program**—systems, subsystems, end items, services, or activities on the Air Force AML, systems in sustainment, weapon systems designated in AFPD 10-9, or identified as Services Category activities.

**Program Executive Officer**—the individual dedicated to executive management and supervision of a portfolio of mission-related ACAT and selected programs. The PEO shall be chartered by and is accountable to the SAE.

**Program Manager**—the DoDD 5000.01-designated individual with responsibility for and authority to accomplish program objectives for development, production, and sustainment to meet the user's operational needs. The PM for programs shall be accountable for credible cost, schedule, performance, and materiel readiness. ACAT I and ACAT II PMs shall be approved by the SAE and the PEO. Delegated ACAT II and III PMs shall be approved by the PEO.

**Sustainment**—the continuing materiel support which consists of the planning, programming, and execution of a logistics support strategy for a system, subsystem, or major end item to maintain operational capabilities from system fielding through disposal.

**Systems Engineering**—an interdisciplinary approach encompassing the entire technical effort to evolve and verify an integrated and total life cycle balanced set of system, people, and process solutions that satisfy customer needs. Systems engineering is the integrating mechanism across the technical and analytical efforts related to the development, manufacturing, verification, deployment, operations, support, and disposal of and user training for systems and their life cycle

processes. Systems engineering develops technical information to support the program management decision-making process.