



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

Office Of The Assistant Secretary

18 AUG 1999

MEMORANDUM FOR SEE DISTRIBUTION

FROM: SAF/AQ

SUBJECT: Lightning Bolt (LB) 99-04, Alternative Dispute Resolution

Lightning Bolt LB 99-04, Alternative Disputes Resolution (ADR) requires all ACAT I and II program offices to establish ADR Memoranda of Agreement or contract clauses with their weapon system prime contractors. The deadline for these agreements is just around the corner-- 1 October 1999. I need your help in making sure we meet this ambitious goal. Attachment 1 is a list of ACAT I and II programs that we are tracking for implementation of LB 99-04. I ask you to review the list to make certain it is current and complete and have your program teams work with your supporting AFMC Center ADR Champion to ensure we are on the road to successful implementation.

Earlier this summer, each AFMC Center identified an Acquisition ADR Champion (see Attachment 2) to advise and assist your Business Teams in implementing ADR. If you haven't already done so, have each program office appoint a point of contact to work with the ADR Champion using Attachment 1 to provide estimated or actual dates of completion, names of contractors and current status of your agreements. Center Champions collect this information and provide weekly updates to both the AFMC ADR Champion and the SAF/AQC LB 99-04 Champion. I expect the update provided to SAF/AQC on Friday, 27 August 1999, to include complete information for all listed programs. I will rely on this information to monitor progress. At your request, champions are available to brief you on your portfolio's progress in meeting the goals of LB 99-04. They also can assist in elevating and eliminating any roadblocks your teams may encounter.

A model ADR memorandum of agreement (Attachment 3), meeting the minimum requirements of LB 99-04, can be tailored to meet a specific program's needs. An electronic version of this document, as well as additional guidance regarding implementation of LB 99-04, can be found at <http://www.safaq.hq.af.mil/contracting/adr>.

LB 99-04 kick-starts the major weapon systems acquisition portion of a broader Air Force ADR initiative. Outlined in Air Force Policy Directive 51-12, this initiative encourages the widest, appropriate use of ADR across all administrative practices. As required by this directive, Dr. Delaney and I recently approved a five-year acquisition ADR plan that complements our open-communications-with-industry policy. This plan (Attachment 4) is being consolidated with similar plans for workplace and environmental disputes to form a consolidated, Air Force-wide plan for ADR use. We believe the program-level agreements

called for in LB 99-04 commit our program managers, contracting officers and their industry partners to using ADR first--promoting constructive long-term business relationships and reducing the time and cost associated with resolving contract controversies.

If you have additional questions, please contact the LB 99-04 Leader, Lt Col Shelly Kalkowski, SAF/AQCS at DSN 425-7080, Deputy Leader, Mr. Joe McDade, SAF/GCQ at DSN 223-7286 or the HQ AFMC Acquisition ADR Champion, Lt Col Tim Brown, HQ AFMC/PKPA at DSN 787-6040.


DARLEEN A. DRUYUN
Principal Deputy Assistant Secretary
(Acquisition & Management)

Attachments:

1. ACAT I/II Programs
2. AFMC ADR Champions List
3. Model ADR Memorandum
4. Acquisition ADR Five-Year Plan

Distribution:

AFPEO/AT
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OO-ALC/CC
WR-ALC/CC
SAF/AQC
SAF/GCQ
HQ AFMC/PK

CC:
ESC/PK
ASC/PK
SMC/PK
AAC/PK
OC-ALC PK
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DARLEEN A. DRUYUN
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WR-ALC/PK

Lightning Bolt 99-04
 ACAT 1 and 2 Programs
 Requiring ADR Program-Level Agreements By 1 October 1999

PROGRAM NAME	IC	ES/CIC	PROGRAM EXTENSION	APPROVALS	MOA	STARTED DIVISION	PRIME CONTRACTOR(S)	STATUS/COMMENTS
USAF Block 42/5/30/32		ASC/CIC	AFPEO/FB	ECD Date??			Lockheed Ft Worth	
USAF Block 40/42		ASC/CIC	AFPEO/FB	ECD Date??			Lockheed Ft Worth	
USAF Block 50/52		ASC/CIC	AFPEO/FB	ECD Date??			Lockheed Ft Worth	
Support/Support Equipment (SE)		ASC/CIC	AFPEO/FB	ECD Date??			Electro Dynamics	
FMS Multi-national Fighter Program		ASC/CIC	AFPEO/FB	ECD Date??			Lockheed Ft Worth	
FMS Egypt		ASC/CIC	AFPEO/FB	ECD Date??			Lockheed Ft Worth	
FMS Greece		ASC/CIC	AFPEO/FB	ECD Date??			Lockheed Ft Worth	
FMS Korea		ASC/CIC	AFPEO/FB	ECD Date??			Lockheed Ft Worth	
FMS Singapore		ASC/CIC	AFPEO/FB	ECD Date??			Lockheed Ft Worth	
FMS Taiwan		ASC/CIC	AFPEO/FB	ECD Date??			Lockheed Ft Worth	
FMS Turkey		ASC/CIC	AFPEO/FB	ECD Date??			Lockheed Ft Worth	
FMS Other Programs		ASC/CIC	AFPEO/FB	ECD Date??			Lockheed Ft Worth	
F-16 SSU	II	OO-AL/CIC	AFPEO/FB					
Core Avionics		OO-AL/CIC	AFPEO/FB					
Mission Avionics		OO-AL/CIC	AFPEO/FB					
Support		OO-AL/CIC	AFPEO/FB					
Block Upgrades		OO-AL/CIC	AFPEO/FB					
International		OO-AL/CIC	AFPEO/FB					
Structural / Mechanical		OO-AL/CIC	AFPEO/FB					
PROGRAM NAME	IC	ES/CIC	PROGRAM EXTENSION	APPROVALS	MOA	STARTED DIVISION	PRIME CONTRACTOR(S)	STATUS/COMMENTS
F-22 SPO	ID	ASC/CIC	AFPEO/FB					
Air Frame	ID	ASC/CIC	AFPEO/FB					
Engines	ID	ASC/CIC	AFPEO/FB				Lockheed Martin	
Training Systems	ID	ASC/CIC	AFPEO/FB				Pratt Whitney	
Support/SE	ID	ASC/CIC	AFPEO/FB					
PROGRAM NAME	IC	ES/CIC	PROGRAM EXTENSION	APPROVALS	MOA	STARTED DIVISION	PRIME CONTRACTOR(S)	STATUS/COMMENTS
Distributed Mission Training SPO	II	ASC/CIC	ASC/DAC				Prime Contractor(s)	
AWACS Mission Training Centers	II	ASC/CIC	ASC/DAC				Plexsys Inc.	
F-15C Mission Training Centers	II	ASC/CIC	ASC/DAC				Boeing	
F-16 Block 40/50 Mission Training Centers	II	ASC/CIC	ASC/DAC				Lockheed Martin Integrated Systems	
DMT Operations & Integration	II	ASC/CIC	ASC/DAC				TRW, SAIC, CSI, CACI	Downselect to 1 Kictr. est. Jan 00
PROGRAM NAME	IC	ES/CIC	PROGRAM EXTENSION	APPROVALS	MOA	STARTED DIVISION	PRIME CONTRACTOR(S)	STATUS/COMMENTS
Joint STARS SPO	IC	ES/CIC	AFPEO/FB					

Lighting Bolt 99-04
ACAT 1 and 2 Programs
Requiring ADR Program-Level Agreements By 1 October 1999

Development	IC	ES/C/C	AFPEOWMS	NA*	NA*	Northrop Grumman	* JSTARS currently has an active ADR in process covering a number of certified claims & REAs; an "intervention" ADR agreement is active. Program-level agreement will not be required until of these issues or until both parties mutually terminate the intervention agreement.
International	IC	ES/C/C	AFPEOWMS	NA*	NA*	Northrop Grumman	
Flight Testing	IC	ES/C/C	AFPEOWMS	NA*	NA*	Northrop Grumman	
Sustainment	IC	ES/C/C	AFPEOWMS	NA*	NA*	Northrop Grumman	
Production - Lot 4-8	IC	ES/C/C	AFPEOWMS	NA*	NA*	Northrop Grumman	
Radar Technology Insertion Program for JSTARS Aircraft	1D	ES/C/C	AFPEOWMS	NA*	NA*	Northrop Grumman	
Joint STARS SSM		W/R-AL/C/C	AFPEOWMS			Northrop Grumman	
PROGRAM NAME	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
T-1A SFO	II	ASC/C/C	ASC/DAC			Boeing, Raytheon	
PROGRAM NAME	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Satellite & Launch Control SPO	Multi	SMC/C/C	SMC/DAC				
Air Force Satellite Control Network (AFSCN)	II	SMC/C/C	SMC/DAC				
Spacecraft Ranges (SLR)	II	SMC/C/C	SMC/DAC				
Satellite and Launch Control (includes AFSCN & SLR) (Transfers from SM-ALC by 15 Aug)	MS	SMC/C/C	SMC/DAC				
AF Satellite Control Network (Transfers from SM-ALC by 15 Aug)	II	SMC/C/C	SMC/DAC				
Spacecraft Range (Transfers from SM-ALC by 15 Aug)		SMC/C/C	SMC/DAC				
PROGRAM NAME	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Evolved Expendable Launch Vehicle (EELV)	ID	SMC/C/C	AFPEO/SP		16-Oct-98	Boeing (McDonald Douglas)	Two Other Transaction Contracts awarded; detailed ADR clause in both
PROGRAM NAME	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
AMRAAM (AIM-120)	IC	AA/C/C/C	AFPEOWP			Raytheon/Hughes	
AIM-120 Production Lots 9-15	IC	AA/C/C/C	AFPEOWP	13-Apr-98		Raytheon	
Tech Support	IC	AA/C/C/C	AFPEOWP	13-Apr-98		Raytheon	
AIM-120 Lot 13 Sustainment	IC	AA/C/C/C	AFPEOWP	13-Apr-98		Raytheon	
AIM-120 P31 Phases 2 & 3	IC	AA/C/C/C	AA/C/C/C	13-Apr-98		Raytheon	AMRAAM features an MOA, signed in 98, incorporated into each contract via clause.
PROGRAM NAME	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Global Air Traffic Operations SPO	IC	ES/C/C/C	AFPEO/AT				
National Airspace System (NAS)	IC	ES/C/C/C	AFPEO/AT				
Command & Control Information Processing system (C2IPS)	IC	ES/C/C/C	ES/C/DAC				
PROGRAM NAME	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Sensor Fuzed Weapon (SFW) Production Lots 2, 3, 4 and P31	IC*	AA/C/C/C	AFPEOWP	16-Jul-99		Textron Systems Corp.	

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Program Name	ACAT	Program Support	Program Execution	MOA	Contract Position	Prime Contractor(s)	Status/Comments
Titan IV	IC	SMC/COC	SMC/DAC			Lockheed Martin	
MLV II (Atlas II)	II	SMC/COC	SMC/DAC				
MLV III (Delta II)	II	SMC/COC	SMC/DAC				
Upper Stages	II	SMC/COC	SMC/DAC				
ICBM PIC	IC	OO-AL/COC	AFPEO/SP				
PROGRAM NAME							
MILSATCOM SPO	Multi	SMC/COC	AFPEO/SP			Prime Contractor(s)	Status/Comments
MILSTAR	ID	SMC/COC	AFPEO/SP		ECD 1 Sep	Lockheed Martin	
Defense Satellite Communications System (DSCS)	II	SMC/COC	AFPEO/SP		ECD 1 Sep	Lockheed Martin	
Adv MILSATCOM	ID	SMC/COC	AFPEO/SP		ECD 1 Sep	TRW/Hughes	
Global Broadcast Service (GBS)	Multi	SMC/COC	AFPEO/SP		ECD 1 Sep	Raytheon	
MILSATCOM - Ground Terminals	ID	ESC/COC	AFPEO/SP				
Milstar Terminals	ID	ESC/COC	AFPEO/SP				
Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T)	IC	ESC/COC	AFPEO/SP				
Defense Satellite Communications System (DSCS)	II	ESC/COC	AFPEO/SP				
NATO AIR BASE SYSTEMS (NAABS)	II	ESC/COC	AFPEO/SP				
Ground Mobile Force (GMF)	II	ESC/COC	AFPEO/SP				
GLOBAL BROADCAST SERVICE (GBS)	ID	ESC/COC	AFPEO/SP				
PROGRAM NAME							
NAVSTAR Global Positioning System (GPS) Joint Program Office (JPO)	MMH	SMC/COC	AFPEO/SP			Prime Contractor(s)	Status/Comments
GPS Space, User Equipment (UE) and Operational Control Segment (OCS)	ID	SMC/COC	AFPEO/SP			Boeing, LMMS, Raytheon, Rockwell-Collins	
PROGRAM NAME							
Space-Based Infrared Systems (SBIRS) SPO	MS	SMC/COC	AFPEO/SP			Prime Contractor(s)	Status/Comments
SBIRS High Component	MS	SMC/COC	AFPEO/SP			Lockheed Martin	
Defense Support Program (DSP)/Alert and Launch Early Warning to Theater (ALERT)	MS	SMC/COC	AFPEO/SP			TRW, Aerofel, LMMS	
PROGRAM NAME							
Predator UAV	II	ASC/COC	ASC/DAC			Prime Contractor(s)	Status/Comments
PROGRAM NAME							
Advanced Cruise Missile (AGM-129A)	II	OC-AL/COC	ASC/DAC			Prime Contractor(s)	Status/Comments
Global Hawk HAE UAV	ACTD	ASC/COC	ASC/DAC		Date?7	Teledyne Ryan	
UAV Common Ground Equipment		ASC/COC	ASC/DAC		Date?7	Raytheon Falls Church	

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PROGRAM NAME	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
John Standoff Weapon System (JSOW) Risers & Adapters	ID	AAC/CC	AFPEOWP	16-Jul-99		Science & Engineering Services Inc. M. Technologies EDO Corporation	AF Force-unique portions of JSOW program; Navy contracts used for most of JSOW system
BRU-57 Smart Rack	ID	AAC/CC	AFPEOWP	16-Jul-99			
BRU-46 Ejector Unit	ID	AAC/CC	AFPEOWP	16-Jul-99			
PROGRAM NAME	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Wind Corrected Munitions Dispenser (WCMD) EMD, Pilot Production & LRIP Options	II	AAC/CC	AFPEOWP		27-Jan-97	Lockheed Martin Integrated Systems	
PROGRAM NAME	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Defense Meteorological Satellite Program (DNSP)	MS	SMC/CC	SMC/DAC	ECD 24 Sep		Northrup Grumman, Raytheon, Aerpet, Lockheed Martin Integrated Systems	
PROGRAM NAME	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Ground Theater Air Control System (GTACS) SPO	II	ESC/CC	AFPEOIC2	20-May-99		Litton, Northrup Grumman, Carlisle	
Expert Missile Trac	II	ESC/CC	AFPEOIC2				
Modular Control Equipment	II	ESC/CC	AFPEOIC2				
Deployment (DSM)	II	ESC/CC	AFPEOIC2				
MCE Production	II	ESC/CC	AFPEOIC2				
EMD Phase (DSM)	II	ESC/CC	AFPEOIC2				
MCE ECP-10 (DSM)	II	ESC/CC	AFPEOIC2				
P-31 Production (DSM)	II	ESC/CC	AFPEOIC2				
ANVTSC-147(V)1 J	II	ESC/CC	AFPEOIC2				
ANVTQ-75 Com	II	ESC/CC	AFPEOIC2				
Autonated Air T	II	ESC/CC	AFPEOIC2				
JTDS/ME Inlet	II	ESC/CC	AFPEOIC2				
Air Defense SM-ALC/	II	ESC/CC	AFPEOIC2				
PROGRAM NAME	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Joint Direct Attack Munition (JDAM) EMD & LRIP Lots 1, 2 and 2A	ID	AAC/CC	AFPEOWP		Oct-95	The Boeing Company	
PROGRAM NAME	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Launch Programs SPO	Multi	SMC/CC	SMC/DAC				
Titan II	II	SMC/CC	SMC/DAC				

Transferred since May from SM-ALC/DAC to AFPEOIC2; checking to see if 20 May MOA still active and which contractors match to contractors

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ACAT 1 and 2 Programs
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PROGRAM NAME	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Training Systems PGM	Multi	ASC/CC	ASC/DAC				
Joint Starts Training System	1D	ASC/CC	ASC/DAC				
C-17 Training Systems		ASC/CC	ASC/DAC				
B-1 Training System		ASC/CC	ASC/DAC				
F-16 Training Systems SPO Support	II	OO-ALC/CC	ASC/DAC				
Special Operations Forces Aircraft SPO		OO-ALC/CC	ASC/DAC				
RC-135	II	OO-ALC/CC	ASC/DAC				
C-5 Training System	1D	OO-ALC/CC	ASC/DAC				
Joint Strike Fighter		OO-ALC/CC	ASC/DAC				
C-5	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
	ID*	OO-ALC/CC	AFPEO/AT				
Aerospace Control & Strike (Projects)	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
	Multi	ASC/CC	AFPEOWP				
Theater Missile Defense, Attack Operations	II	ASC/CC	AFPEOWP				
Shelters DSM	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
		ESC/CC	SM-ALC/DAC				
AGM-130	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
	II	AAC/CC	AAC/DAC	ECD 31 Aug		The Boeing Company	
Airborne Laser (ABL)	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
	ID	SMC/CC	AFPEOWP	ECD 31 Aug		The Boeing Company	
Cheyenne Mountain Upgrade (transferred from SM-ALC to ESC)	IC*	ESC/CC	AFPEO/CC	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Joint Air-To-Surface Standoff Missile (JASSM) EMD & LRIP Lots 1-5	ID	AAC/CC	AFPEOWP	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
					6-Feb-98	Lockheed Martin Integrated Systems	Need More Info
AC-130U Gunship SPO	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
	II	ASC/CC	ASC/DAC				
Develop, Produce 13 Aircraft Modifications	II	ASC/CC	ASC/DAC	ECD 15 Sep		Boeing	
	II	ASC/CC	ASC/DAC	ECD 15 Sep		Boeing	

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Training Systems PGM	Multi	ASC/CDC	ASC/DAC				
Joint Starts Training System	1D	ASC/CDC	ASC/DAC				
C-17 Training Systems		ASC/CDC	ASC/DAC				
B-1 Training System		ASC/CDC	ASC/DAC				
F-16 Training Systems SPO Support	II	OO-ALC/CDC	ASC/DAC				
Special Operations Forces Aircraft SPO	II	OO-ALC/CDC	ASC/DAC				
RC-135	II	OO-ALC/CDC	ASC/DAC				
C-5 Training System	1D	OO-ALC/CDC	ASC/DAC				
Joint Strike Fighter	1D	OO-ALC/CDC	ASC/DAC				
C-5	ID*	OO-ALC/CDC	AFPEO/AT	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Aerospace Control & Strike (Projects)	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Theater Missile Defense, Attack Operations	Multi	ASC/CDC	AFPEO/WP				
Shelters DSM	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
AGM-130	II	ASC/CDC	SM-ALC/DAC				
Outborne Laser (ABL)	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Cheyenne Mountain Upgrade (transferred from SM-ALC to ESC)	ACAT	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Joint Air-to-Surface Standoff Missile (JASSM) EMD & LRIP Lots 1-5	ID	AAC/CDC	AFPEO/WP	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
AC-130U Gunship SPO	II	ASC/CDC	ASC/DAC	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
Development, Produce 13 Aircraft	II	ASC/CDC	ASC/DAC	ECD 15 Sep		Boeing	
Modifications	II	ASC/CDC	ASC/DAC	ECD 15 Sep		Boeing	

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Sustainment	II	ASC/CC	ASC/DAC	ECD 15 Sep	Boeing	
AAQ-26 Infrared Detection System	II	ASC/CC	ASC/DAC	ECD 15 Sep	Boeing	
Spare	II	ASC/CC	ASC/DAC			
PROGRAM NAME	ACAT	Program Support	Program Extension	MOA	Contract Provision	Status/Comments
Minuteman III GRP - Guidance Replacement Program	IC	OO-ALC/CC				Prime Contractor(s)
PROGRAM NAME	ACAT	Program Support	Program Extension	MOA	Contract Provision	Status/Comments
Strategic War Planning System	1AM	AFPEO/C2		ECD ???		Prime Contractor(s) Lockheed Martin; TRW
PROGRAM NAME	ACAT	Program Support	Program Extension	MOA	Contract Provision	Status/Comments
Theater Battle Management Core System (TBMCS)	I	ESC/CC	AFPEO/C2	ECD ???		Prime Contractor(s) Lockheed Martin Missiles
PROGRAM NAME	ACAT	Program Support	Program Extension	MOA	Contract Provision	Status/Comments
Peace Shield SPO	II	ESC/CC	AFPEO/C2	ECD ???		Prime Contractor(s)
Program?	II	ESC/CC	AFPEO/C2	ECD ???		Raytheon
Program?	II	ESC/CC	AFPEO/C2	ECD ???		Hughes Arabia Limited

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The following programs are required to have program-level ADR agreements in place NL T 1 Oct 99. Report programs listed in error or not included to Lt Col Tim Brown (timothy.brown@wpafb.af.mil).

PROGRAM NAME	MOA	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
B-1B Conventional Munitions Upgrade Programs	IC	ASC/C	APPEO/FB	ECD 31 Aug		Boeing North American	
PROGRAM NAME	MOA	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
B-2 SPO	IC	ASC/C	APPEO/FB	ECD 30 Sep			
B-2 Air Frame	IC	ASC/C	APPEO/FB	ECD 30 Sep			
B-2 Engines (Assigned to PPG)	IC	ASC/C	APPEO/FB				
B-2 Air Force Mission Simulation System (Asgn ESC)	IC	ASC/C	APPEO/FB				
B-2 Training Systems	IC	ASC/C	APPEO/FB	ECD 30 Sep			
B-2 Avionics Systems	IC	ASC/C	APPEO/FB				
B-2 Seek Eagle (Integration/Installation)	IC	ASC/C	APPEO/FB	ECD 30 Sep			
B-2 Multi-Stage Improvement Program	IC	ASC/C	APPEO/FB	ECD 30 Sep			
B-2 Modifications	IC	ASC/C	APPEO/FB				
B-2 Sile Activation Task Force	IC	ASC/C	APPEO/FB				
B-2 SSM	IC	OC-AL/C	APPEO/FB	ECD 30 Sep			
PROGRAM NAME	MOA	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
C-17 SPO	IC	ASC/C	APPEO/FB				
C-17 Airframe Programs and Production Affordability Projects	IC	ASC/C	APPEO/FB	ECD 30 Sep		Boeing	
C-17 F117-PW-100 Engine (Master Planning Only Assigned to Propulsion Systems)	IC	ASC/C	APPEO/FB				
C-17 Mission Systems Development, Production, and Retrofit	IC	ASC/C	APPEO/FB	ECD 30 Sep		Boeing	
C-17 Avionics and Flight Controls Development, Production, and Retrofit	IC	ASC/C	APPEO/FB	ECD 30 Sep		Boeing	
C-17 Flexible Sustainment/Support Systems Program	IC	ASC/C	APPEO/FB	ECD 30 Sep		Boeing	
C-17 Follow-On Flight Test Program	IC	ASC/C	APPEO/FB	ECD 30 Sep		Boeing	
C-17 Aircraft Systems Development, Production, and Retrofit	IC	ASC/C	APPEO/FB	ECD 30 Sep		Boeing	
C-17 Integration & GFE	IC	ASC/C	APPEO/FB	ECD 30 Sep		Boeing	
C-17 Analysis & Integration	IC	ASC/C	APPEO/FB	ECD 30 Sep		Boeing	
PROGRAM NAME	MOA	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
C-130J DSM (Program support transferred from WR-ALC)	IC	ASC/C	APPEO/FB			NA	ASP held Jul 99; no contracts
C-130 Avionics Modernization Program	IC	ASC/C	APPEO/FB			NA	
C-130H	IC	ASC/C	APPEO/FB			Lockheed Martin	
C-130J	IC	ASC/C	APPEO/FB				

Lighting Bolt 99-04
ACAT 1 and 2 Programs
Requiring ADR Program-Level Agreements By 1 October 1999

The following programs are required to have program-level ADR agreements in place NLT 1 Oct 99. Report programs listed in error or not included to Lt Col Tim Brown (timothy.brown@wpafb.af.mil).

PROGRAM NAME	MOA	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
B-1B Conventional Munitions Upgrade Programs	IC	ASC/C	AFPEO/FB	ECD 31 Aug		Boeing North American	
PROGRAM NAME	MOA	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
B-2 SPO	IC	ASC/C	AFPEO/FB	ECD 30 Sep			
B-2 Air Frame	IC	ASC/C	AFPEO/FB				
B-2 Engines (Assigned to PPGI)	IC	ASC/C	AFPEO/FB				
B-2 Air Force Mission Simulation System (Asgn ESC)	IC	ASC/C	AFPEO/FB				
B-2 Training Systems	IC	ASC/C	AFPEO/FB				
B-2 Avionics Systems	IC	ASC/C	AFPEO/FB	ECD 30 Sep			
B-2 Seek Eagle (Integration/Installation)	IC	ASC/C	AFPEO/FB				
B-2 Multi-Stage Improvement Program	IC	ASC/C	AFPEO/FB	ECD 30 Sep			
B-2 Modifications	IC	ASC/C	AFPEO/FB	ECD 30 Sep			
B-2 Site Activation Task Force	IC	ASC/C	AFPEO/FB				
B-2 SSM	IC	OCAL/C	AFPEO/FB	ECD 30 Sep			
PROGRAM NAME	MOA	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
C-17 SPO	IC	ASC/C	AFPEO/IAT	ECD 30 Sep		Boeing	
C-17 Airframe Programs and Production Affordability Projects	IC	ASC/C	AFPEO/IAT				
C-17 F117-PW-100 Engine (Master Planning Only Assigned to Propulsion Systems)	IC	ASC/C	AFPEO/IAT				
C-17 Mission Systems Development, Production, and Retrofit	IC	ASC/C	AFPEO/IAT	ECD 30 Sep		Boeing	
C-17 Avionics and Flight Controls Development, Production, and Retrofit	IC	ASC/C	AFPEO/IAT	ECD 30 Sep		Boeing	
C-17 Flexible Sustainment/Support Systems Program	IC	ASC/C	AFPEO/IAT	ECD 30 Sep		Boeing	
C-17 Follow-On Flight Test Program	IC	ASC/C	AFPEO/IAT	ECD 30 Sep		Boeing	
C-17 Aircraft Systems Development, Production, and Retrofit	IC	ASC/C	AFPEO/IAT	ECD 30 Sep		Boeing	
C-17 Integration & GFE	IC	ASC/C	AFPEO/IAT	ECD 30 Sep		Boeing	
C-17 Analysis & Integration	IC	ASC/C	AFPEO/IAT	ECD 30 Sep		Boeing	
PROGRAM NAME	MOA	Program Support	Program Execution	MOA	Contract Provision	Prime Contractor(s)	Status/Comments
C-130J DSM (Program support transferred from WFR-ALC)	IC	ASC/C	AFPEO/IAT			NA	ASP held Jul 99; no contracts
C-130 Avionics Modernization Program	IC	ASC/C	AFPEO/IAT		NA*		
C-130H	IC	ASC/C	AFPEO/IAT			Lockheed Martin	
C-130J	IC	ASC/C	AFPEO/IAT				

Department of the Air Force

**AFMFC Acquisition
Alternative Dispute Resolution (ADR)
Champions**

Telephone numbers in **BOLD** type are DSN numbers.

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ASC	Roach, Rick Lt Col		785-1892	785-4141 937-656-4141	rick.roach@cirt.wpafb.af.mil
ASC Alternate	Martin, Edward	PK	785-8541	986-4709	Edward.Martin2@wpafb.af.mil
ESC	Nunziato, John	PKX	478-7777 781-377-7777	478-5934 781-377-5934	NunziatoJ@hanscom.af.mil
SMC	Quinn, Mary Lt Col	PKC	833-1488	833-3070	Mary.Quinn@losangeles.af.mil
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SA-ALC	Hundley, John	PKC	945-8233	945-3307	John.Hundley@Kelly.af.mil
OO-ALC	Pierce, Kenneth, GS-14		775-	777-5514	Kenneth.Pierce@HILL.af.mil
WR-ALC	Grant, Jim		468-2604	468-2925	Jim.Grant@robins.af.mil
SM-ALC	Mosenthine, Mark Lt Col		633-4400	633-1346	Mosenthine.Mark@email.mcclellan.af.mil
AEDC	McCloud, Marvin, Lt Col		340-4416	340-7330	Mccloudm@hap.arnold.af.mil
AFRL	Thomas, Dave		785-0493		David.Thomas@techmail.afri.af.mil
AFFTC	Bradbury, Larry Maj	PK	527-0105	525-7871	larry.bradbury@edex.edwards.af.mil

(Name of Program)

**Alternative Dispute Resolution
Memorandum of Agreement
Between
The Department of The Air Force
and
(Contractor)**

1. The Department of the Air Force (Air Force), and (Contractor) (collectively the Parties) have entered into contract(s) (Contract Numbers) to acquire (Name of Program). The Parties share the objective of supplying America's war fighters with technologically advanced and reliable equipment in a timely manner and at a reasonable price to promote swift, safe and successful accomplishment of the national defense mission. This (These) contract(s) contain(s) the "Disputes" clause (52.233-1) to implement the Contract Disputes Act of 1978. However, as contemplated by FAR 32.214, the parties also recognize that Alternative Dispute Resolution (ADR) procedures involving collaborative techniques can be used as an alternative to Disputes Clause procedures in order to avoid the disruption and high cost of litigation which detracts from mission accomplishment.
2. The Parties agree that they will try to resolve all issues in controversy arising under or related to the contract by negotiation and mutual agreement at the contracting officer's level. If negotiations reach an impasse, the parties agree to use to the maximum extent feasible one or more of the ADR processes contemplated by FAR 32.2 to reduce or eliminate the need for litigation. The Parties further agree that any ADR process must be structured to allow sufficient time to exchange and analyze any information necessary to obtain and justify a settlement.
3. Consistent with FAR 33.214, in cases where the parties decide to use ADR, the parties will prepare and agree to a specific, written ADR agreement appropriate to the controversy, before the ADR process begins. The agreement should normally address the following (as appropriate): authorized representatives for each party; ADR techniques and processes to be utilized and procedures to be followed; methods for the exchange of information; a schedule and procedures for any discovery proceedings, including how to limit discovery/factual exchange; appointment and payment of neutrals; whether and to what extent to stay or suspend any pending litigation; possible audit requirements; confidentiality, at what point the parties will begin negotiations; and a provision for termination of the agreement.
4. If the contracting officer rejects a contractor's request to use ADR proceedings, the contracting officer shall provide the contractor a written explanation citing one or more of

Air Force Alternative Dispute Resolution (ADR) Plan FOR CONTRACT CONTROVERSIES

ADR Program

The purpose of this plan is to ensure Air Force program and business teams use alternative dispute resolution (ADR) techniques to the maximum extent practicable and appropriate when normal contract negotiations fail. It is designed to complement an essential component of the Air Force acquisition revolution in business affairs, the open-communication-with-industry policy. Emphasis is on use of structured processes to achieve principled resolution of contract controversies, while maximizing the use of our limited resources to equip America's warfighters. ADR refers to structured settlement techniques that often, but not always, involve the use of a third party. (See the definition of ADR on page 7.) We believe this program will promote constructive long-term relationships with our industry partners, reduce the time and cost associated with resolving contract controversy and focus more attention on conflict management and avoidance techniques.

This plan will be revised periodically as required by paragraph 4.3.1, Air Force Policy Directive 51-12, Alternative Dispute Resolution, dated 1 April 1999.

Acquisition ADR Program Goals

The specific goals of Acquisition ADR are:

- To use ADR to the maximum extent practicable and appropriate to resolve contractual issues in controversy at the lowest level possible using the least expensive means appropriate
- To develop coordinated strategies for the management of contract controversies to include mission need, legal and fiscal issues
- To promote creative, efficient and sensible outcomes to contractual disagreements
- To track and measure the efficiency, effectiveness and overall usage of ADR, and continuously seek process improvements

The Air Force ADR Model for Contract Controversies

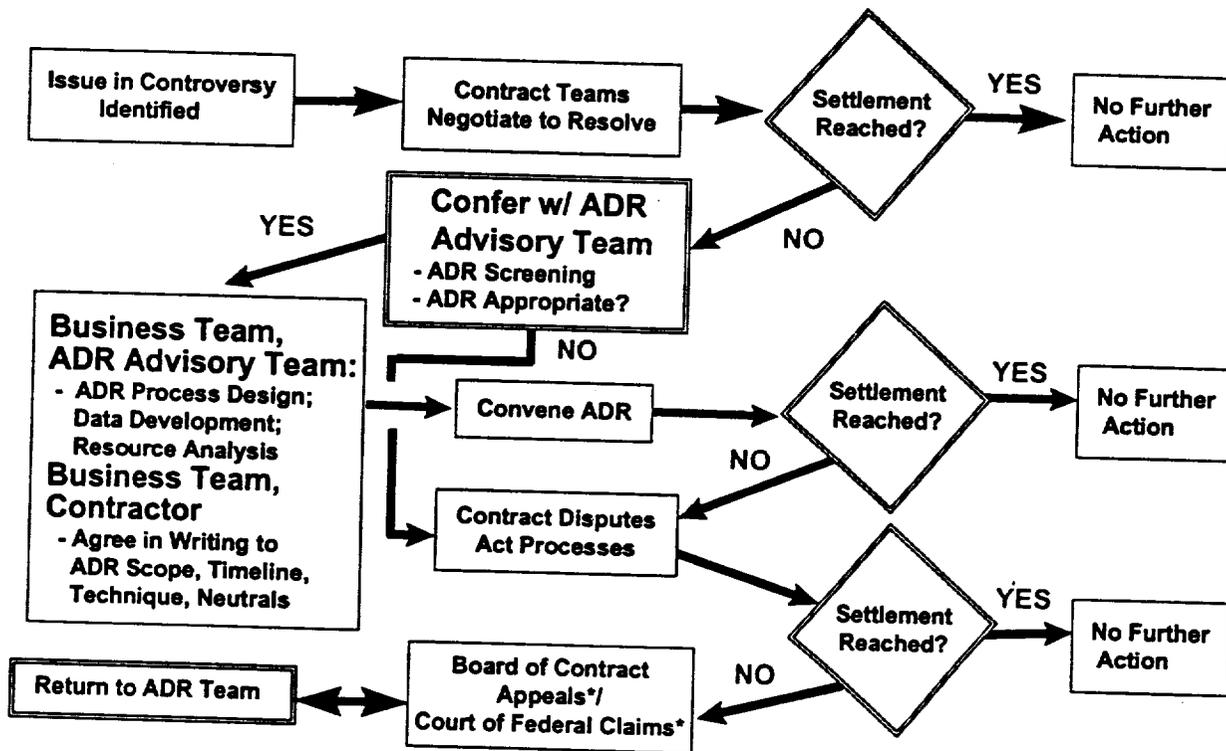
A. The ADR Model

The Air Force ADR model, below, defines the overarching contract issue resolution process. This model makes it clear that ADR is appropriate for consideration only when contract teams

fail to resolve an issue in controversy. If negotiations do not result in a timely settlement (unresolved for more than 12 months) or if the estimated value of the issue is significant (more than \$10 million when received), the Contracting Officer will refer the matter to the Air Force Advisory Team for advice on the use of ADR. If ADR is inappropriate, the matter is reserved for litigation.

If ADR is appropriate and the contractor agrees, the ADR Advisory Team (see page 4 for a more detailed discussion) will assist the contract team in designing the ADR process, drafting the ADR agreement, identifying an appropriate third-party neutral and ensuring the appropriate senior business managers are aware of and/or available to support the ADR process. If the disputed issue is complex, centralized data management and analysis support will be made available to the contract team. The actual management of the ADR process remains the responsibility of the local Business Team. (See page 6 for a more detailed discussion). Contract Disputes Act processes remain available to both parties, if either one of them becomes dissatisfied with progress of the ADR. Likewise, ADR can also be considered if the Contract Disputes Act processes are attempted first.

Alternative Dispute Resolution Model



* When an appeal is filed before the Armed Services Board of Contract Appeals, the appropriate Air Force attorney will be consulted and involved in the decision to use ADR. When an appeal is filed in the United States Court of Federal Claims, the Department of Justice attorney must be consulted and agree to use ADR.

Requests for Equitable Adjustment (REAs) and claims valued at over \$10 million at the time of receipt or REAs/claims of lower value not resolved within 12 months of receipt will be reported to the ADR Advisory Team. The ADR Advisory Team will conduct an assessment and advise if the REA/claim is an appropriate candidate for ADR. Business Teams also can seek ADR Advisory Team support at any time during their initial negotiations.

B. Changes in the Use of Contractual ADR Envisioned in this Plan

1. Early Systematic Screening: Currently, the only systematic screening of contract disagreements for potential use of ADR is conducted by the Air Force Directorate of Contract Appeals (the "Trial Team"). The screening occurs relatively late in the life cycle of the issue, when the "Trial Team" reviews the contracting officer's draft final decision. If the contractor chooses to file an appeal in Federal court, screening for ADR is ad hoc, and again very late in the life cycle of both the contract and the issue. Yet the known benefits of ADR are more likely to be realized if the contracting parties give early consideration to its use. This plan provides for systematic ADR screening early in the life-cycle of a contract dispute, either at the above mentioned trigger points (see page 2 for a more detailed discussion) or at the voluntary initiation of either party.

2. A Business Decision: Under the current approach to dispute resolution when a matter is in litigation, the decision to use--and the conduct of--an ADR process is commonly viewed as the responsibility and authority of the legal community. Program cost, schedule and performance, however, is the responsibility of program managers, and the authority to manage contracts and obligate funds is granted to warranted contracting officers. Resolution of contractual disputes must be based on sound business objectives, with appropriate consideration of legal rights. This plan clearly holds the Government's Business Team accountable for managing contract controversies at the lowest level using the least expensive means practicable.

3. A New Screening Methodology: The Administrative Dispute Resolution Act of 1996 details several factors that counsel against the use of ADR. These factors apply when the dispute is a work force issue, an environmental issue, a business contract issue or some other administrative issue. This plan proposes a new three-pronged methodology to assess whether or not a contract controversy is appropriate for resolution through the use of ADR. First, it is essential to consider the overall business and mission objective. Use of ADR must enhance achievement of this overall objective. Second, it's important to identify and evaluate any and all barriers to settlement. Experience reveals that certain ADR techniques are more effective when specific types of barriers are present. Matching technique(s) to the barrier(s) improves our chances of achieving a successful settlement. Finally, pragmatic factors must be considered. The parties' willingness to openly exchange information sufficient to justify settlement and their commitment to settle are among these pragmatic considerations.

4. Dispute Information Management Support: Support of any dispute resolution usually involves gathering, sorting, reviewing and analyzing large quantities of documentation items. This effort, often conducted by diverting limited program/contract team resources from day-to-day operations, is necessary to develop decision-quality information to support and justify

settlements. In the current ad hoc approach to these tasks, the program/business team tends to "re-invent the wheel" by developing a unique methodology to fit its needs without benefit of corporate knowledge from earlier dispute resolutions. This plan proposes a feasibility study to establish a standing, centralized Dispute Information Management Support capability, using state-of-the-art digital technology and processes to build searchable databases. This capability could include a core group of technical support contractors capable of collating and analyzing this data in support of the Air Force ADR decision makers.

5. Air Force and Industry Commitment: A cornerstone of this plan is a tiered approach to obtaining commitment prior to identification of any actual dispute. The first tier is a leadership commitment in which Department of the Air Force acquisition and industry corporate executives for major weapon system programs agree in writing to pursue ADR-based settlements whenever appropriate before resorting to Contract Dispute Act processes. This tier is known as ADR Corporate Agreements. The second tier, captured in SAF/AQ's Lightning Bolt 99-4, calls for program-level agreements which confirm this commitment with tailored rules of engagement. These agreements recognize that either party may determine that a particular dispute is not well suited to ADR or may elect to opt out of the ADR process and pursue the issue using Contract Disputes Act forums. Issues in a Contract Disputes Act forum can be converted to an ADR process upon agreement of all parties including, when appropriate, the cognizant Contract Disputes Act forum officials (subject to asterisk under ADR Model on page 2).

6. Early Warning System/Process Improvement: The data gathering system and metrics approach envisioned by this plan is designed to create an early warning system to (1) facilitate early consideration of ADR, (2) improve fiscal management of scarce expired and current funds via improved tracking of dispute-related contingent liabilities, and (3) accurately define and measure the overall dispute environment throughout Air Force acquisition. Air Force acquisition currently is without any system of gathering data to provide these three capabilities. A feasibility study of the optimum system to use to gather this data will be conducted. Once established, the system also should provide valuable information for improving our use of contractual ADR.

7. Sources and Use of Neutrals: The Air Force preference is to use Armed Services Board of Contract Appeals (ASBCA) judges as third-party neutrals, whenever this is acceptable to the contractor. There are several advantages to seeking the assistance of the ASBCA. First, sitting Board judges have tremendous subject matter expertise. Second, Board judges are neutral with regard to the potential outcome of a dispute and can provide an independent assessment of the contract controversy. Third, Board judges will cease to support a proposed settlement that, in their opinion, moves beyond the "zone of reasonableness." Sources of private sector neutrals are also acceptable and appropriate when the parties agree.

Acquisition ADR Infrastructure

A. Air Force ADR Advisory Team: A Virtual Organization

The Air Force ADR Advisory Team will be multi-disciplinary in composition and provide advice, guidance and support to Air Force Acquisition Teams regarding the use of ADR. The proposed ADR Advisory Team will consist of existing personnel positions and include appropriate, designated personnel from: (1) SAF/AQC (Team Lead); (2) SAF/AQX; (3) AFMC LO/JAB; (4) SAF/FMB; (5) SAF/GCQ; (6) DCAA; (7) DCMC, and (8) ADR champions from each Center and MAJCOM acquisition staff. The intent is to create a "virtual," (as opposed to co-located) team that provides ADR field support as needed, making maximum use of electronic communication.

The ADR Advisory Team will:

- Develop and maintain an ADR practical application guide
- Coordinate and monitor corporate agreements and program-level agreements
- Facilitate and provide assistance on individual ADR case process design to include screening for appropriate ADR use, drafting confidentiality and ADR timeline agreements, recommending specific ADR techniques and neutrals, and providing business and fiscal advice to support settlement justifications and settlements
- Communicate lessons learned throughout the Air Force via a web site
- Manage the ADR training program, developing and providing training as needed
- Coordinate responses to media and/or congressional inquiries
- Maintain on-going assessment of Air Force ADR environment
- Establish metrics and identify continuous improvement opportunities

The Center and MAJCOM Acquisition ADR Champion will:

- Serve as a member of the ADR Advisory Team
- Advocate for the appropriate use of acquisition ADR
- Facilitate resources to support program/business team ADR process management to include screening for use of ADR, drafting of agreements and requests for team-specific training
- Contribute to identification of process improvement opportunities and lessons learned
- Coordinate, as required, with the Center/MAJCOM ADR Advocate appointed in accordance with AFD 51-12, paragraph 4.4

B. Dispute Information Management Support: A Standing Capability

The nucleus of a Dispute Information Management Support capability exists as the Contract Issue Resolution Team (CIRT Team), located at Wright-Patterson AFB, OH, under the direction of HQ AFMC. This team, established to support two very large litigation efforts, is composed of a small group of government managers; a data-input and analysis support contractor; established, secured facilities, and state-of-the art imaging and data-base management capital equipment to include independent Local Area Networks and mainframe computers. This plan

requires a feasibility study to evaluate the permanent establishment of this team, under SAF/AQC management, with the following responsibilities:

- Assist program office with review of available materials
- Scan and code documents
- Quality assure, track and improve scanning, coding production processes
- Provide issue-specific technical analysis
- Maintain all capital equipment and facilities
- Develop and maintain witness, depositions and interrogatories database
- Draft documentation supporting business team assessments and positions
- Prepare information to be shared during ADR proceedings

C. Business Team: Resolve at the Lowest Possible Level

The Business Team is the center of success behind the execution of this plan. The Business Team, consisting of program/project managers, technical experts, contracting officers, legal counsel and auditors, remains responsible for managing the actual ADR process, as well as reaching, justifying and paying for any settlements. Note: local legal counsel remain key advisers to the Business Team, particularly if ADR fails to result in settlement and either party pursues litigation. Business Team responsibilities include:

- Establish and maintain program-level ADR agreements when required
- Consider ADR early when attempting to resolve an issue in controversy
- Seek assistance from the ADR Advisory Team when developing either a program-level ADR agreement or when working with a contractor to design an ADR process to address a specific issue
- Agree, in writing, to an ADR process to include identification of neutral(s), confidentiality agreements, timeline for exchange of information and ADR structure prior to actually starting structured negotiations
- Arrange for any needed incurred cost audits, pricing support, Dispute Information Management Support
- Manage the actual ADR process, sharing information as specified in any agreements, participating in presentations to the neutral(s), making the actual settlement decision
- Justify and obtain business clearance on proposed settlement and maintain appropriate documentation

Acquisition ADR Training

A. Awareness Training

The ADR Advisory Team will develop and support delivery of two types of ADR training. The first type is a series of briefings designed to increase top- and mid-level management awareness of how to best employ ADR when resolving contract issues. Awareness training on the purpose and structure of the acquisition ADR program is aimed at Wing, Base and Center

Commanders, their staffs and other senior acquisition professionals. All other acquisition professionals will receive ADR awareness training through briefings at selected conferences and/or acquisition reform week.

B. Skills and Application Training

The second type of training will be ADR skills training. SAF/AQC will gear this training toward the ADR Advisory Team, government personnel assigned to Dispute Information Management Support, selected MAJCOM-level acquisition professionals and contract attorneys to ensure they have in-depth understanding of ADR processes and principles, as well as conflict avoidance concepts. These specially trained people can then provide on-demand training to Business Teams as they prepare to participate in an ADR process. Additional ADR background and training materials will be available on an ADR Web page linked to both SAF/GC and SAF/AQ Internet Home pages.

ADR Program Metrics and Quality Assurance

A. Acquisition ADR Defined

A widely accepted definition of ADR focuses on third party assisted negotiated settlements. The definition used in this plan is broader and allows for unassisted settlement negotiations to be considered ADR proceedings if conducted in accordance with a written agreement intended to be in lieu of litigation. We use this definition to capture the varied and innovative ways in which parties employ ADR techniques. We do not intend to create an artificial requirement to reduce informal unassisted settlement negotiations to written ADR agreements. If the parties believe that a written ADR agreement will assist them in the resolution of a dispute, they are encouraged to do so--the decision is theirs to make.

The following defines ADR procedures that will be tracked to comply with Air Force Policy Directive 51-12:

(1) Parties voluntarily agree to resolve issues in controversy using collaborative techniques as an alternative to litigation. Such techniques rely on a structured process and one or more third-party neutral(s). They include, but are not limited to, conciliation, facilitation, mediation, fact-finding, mini-trials, and arbitration or any combination thereof.

(2) Issues in controversy resolved pursuant to the ADR procedures of other agencies or as provided for in the rules, General Orders, and standard operating procedures of the ASBCA and the United States Court of Federal Claims.

(3) Structured settlement procedures pursuant to corporate ADR agreements or other written procedures that are used in lieu of the normal litigation process.

An ADR agreement is in writing and typically, but not always, includes: (1) an agreement on the dispute resolution process, procedures, schedule and termination of the agreement; (2) a provision for the appointment, role and payment of any third party(ies); (3) a provision addressing an audit, if necessary, of the contractor's claim or request for equitable adjustment; (4) a provision to ensure confidentiality of the proceeding; and (5) any factual and/or position exchange regarding the issue(s) in controversy.

B. Data Gathering and Metrics

Acquisition ADR data gathering and metrics will serve as a means and methodology to continuously assess the ADR environment across the Air Force and identify process improvement opportunities. A feasibility study will be conducted to accomplish the above and establish related metrics. An essential function of these measures will be to serve as an early warning system to identify contingent liabilities and acquisition practices which tend to lead to disputes.

- Electronic, central reporting of all REAs resulting from issues in controversy and certified claims, as defined in FAR 33.201
- Forecast of aggregate contingent liability associated with all reported REAs and certified claims, tracked by fiscal years (to improve management of expired, as well as current, funds and prepare for possible fiscal shortfalls in paying settlement costs)
- Evaluation of cycle times, ADR effectiveness and efficiency

AO ADR Program Implementation Schedule

Fiscal Year 1999

1. ESTABLISH ADR INFRASTRUCTURE	1st QTR	2nd QTR	3rd QTR	4th QTR
Appoint ADR Advisory Team members and conduct meetings (by VTC) no less than quarterly			X	X
Conduct Dispute Information Management Support feasibility study; present decision briefing		X	X	X
Establish corporate agreements with major weapon system prime contractor executives	X	X	X	
Develop, initiate and complete Lightning Bolt 99-4 (program-level agreements) to include draft of a basic program-level agreement		X	X	X
Write and publish Acquisition ADR Guide to include screening methodologies			X	X
Review AFFARS for recommended changes				X
2. ESTABLISH ADR TRAINING PROGRAM				
Build and deploy Web site in support of Lightning Bolt 99-4			X	X
Incorporate acquisition briefing in MAJCOM and Center-level Workplace ADR awareness presentations to Commanders and senior staff		X	X	X
Develop ADR Roadshow presentation; identify Air Force and MAJCOM conferences and training sessions to host roadshow			X	
Develop and present multifunctional ADR briefing to members of the ADR Advisory Team; identify other skills training needs			X	
Secure resources necessary for outyear ADR training effort			X	X
3. ESTABLISH ADR PROGRAM METRICS AND QUALITY ASSURANCE				
Design and initiate baseline Contract Controversy Data Call			X	X
Design metrics based on baseline data call information			X	X
Conduct study on optimum means to electronically gather data (Acquisition Contract Controversy Environment Assessment Tool)				X
Analyze data for process improvement opportunities				X
Develop data into an early warning system to identify fiscal needs			X	X

Fiscal Year 2000

1. ESTABLISH ADR INFRASTRUCTURE	1st QTR	2nd QTR	3rd QTR	4th QTR
Refine ADR Advisory Team and processes employed	X	X	X	X
Permanently establish Dispute Information Support Capability	X	X	X	X
Expand corporate agreement and program-level agreements as needed		X	X	
2. ESTABLISH ADR TRAINING PROGRAM				
Explore incorporation of Acquisition ADR into Defense Acquisition University courses	X			
Conduct additional awareness training presentations	X	X	X	X
Complete skills training for ADR Advisory Team	X	X		
Explore need for and develop related training courses (example: Analyzing the Modified Total Cost Proposal or Justifying Your ADR Settlement)	X		X	
3. ESTABLISH ADR PROGRAM METRICS AND QUALITY ASSURANCE				
Deploy electronic Acquisition Contract Controversy Environment Assessment Tool		X		
Target process improvement opportunities			X	

Fiscal Years 2001 - 2003

For each subsequent year, we will evaluate our performance to refine our ADR infrastructure, training and processes as necessary. We will refine and/or expand areas targeted for increased ADR usage as well as our metrics for measuring success.

At a minimum, we envision the following goals for FY 00:

1. Refine the Air Force ADR infrastructure and processes to reflect lessons learned;
2. Secure resources necessary to support ADR initiative;
3. Target increased ADR usage;
4. Engage with industry to consistently move toward conflict avoidance; and
5. Identify and eliminate barriers to increased ADR usage.