

Once again, the Comanche's bold and aggressive program strategy proved its worth. The resulting program performance requirements, associated schedules, resource needs, and EMD contract package, collectively developed and refined during this process, represented the revised Comanche Program as presented and approved by the Army and Defense Acquisition Board April 4, 2000 (Figure 2).

Lessons Learned

A number of lessons learned emerged from our MEP planning efforts.

- We initially failed to effectively use local Defense Contract Management Agency offices by not making them more active members of the IPTs.
- Contractors had problems dealing with the new abbreviated processes, e.g., estimating vs. planning and pricing processes. The contractor did not have an approved Alpha contracting process that would allow certification

of the contract price as fair and reasonable without going through the traditional proposal estimating process, even though it was not required by the government.

- Although all Overarching Integrated Product Team (OIPT) members were invited to participate in the IBR process, few were able to take advantage due to schedule and workload constraints. Those that did participate were primarily in a data-gathering mode rather than taking an active role in the internal decision-making process.
- The amount of time and effort required between the completion of the IBR and the Milestone Review was grossly underestimated. Pre-briefs and follow-up actions to address various issues constituted a full-time job.

Major Payoff

Overall the Acquisition Reform Initiatives employed by Comanche during the Milestone II decision preparation were

extremely successful. Establishing an EMD Contract Baseline, although preliminary, allowed an unprecedented understanding of the program and its associated risks. The major payoff from the process came from direct involvement by the "stakeholders" (user, developer, contractors) in making the critical cost, schedule, and performance trade-offs with sufficiently detailed information.

In essence, the whole EMD planning process was driven by Cost As an Independent Variable (CAIV) methodologies. The result of investing the time and effort in the early IBR was that the Army got the utmost out of the Comanche MEP for the resources available, while known risks and trade-offs were made in sufficient time to support the Milestone Decision process.

Editor's Note: For more information, visit the Comanche PMO Web site at http://www.comanche.redstone.army.mil/logo_rah.html.

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"Information Solutions for the 21st Century" will provide timely, accurate information that will enable users to better meet the challenges of the future. It also promises to provide the tools needed to expand participants' horizons to meet these challenges.

For more information, contact Julia Foscue, DTIC 2000 Conference Coordinator; or access the DTIC Home Page on the World Wide Web.

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