

Life Cycle of a Program

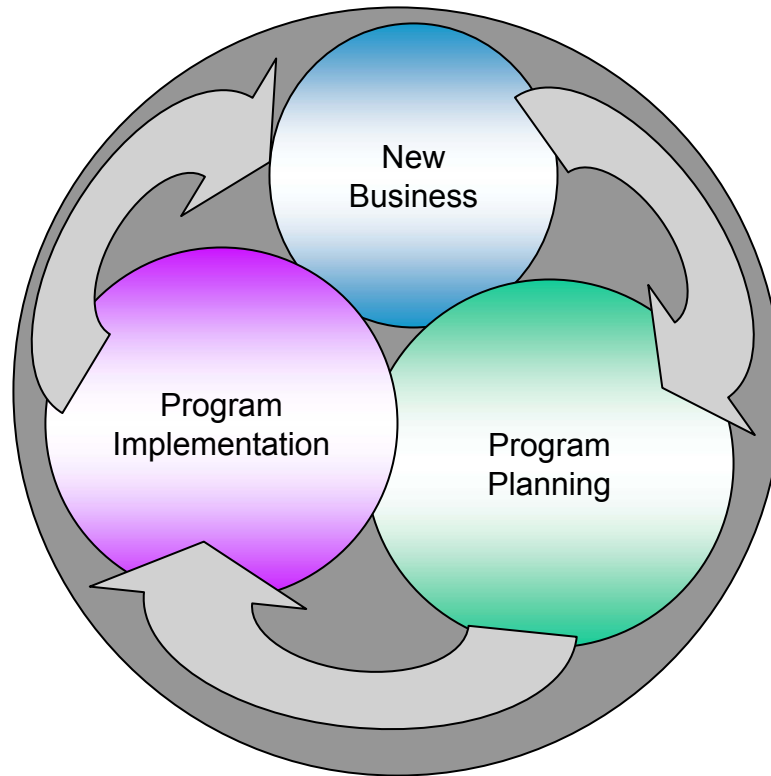
Alison Medbery
Director of Business Management





Life Cycle of a Program

A Typical Program Life Cycle



New Business

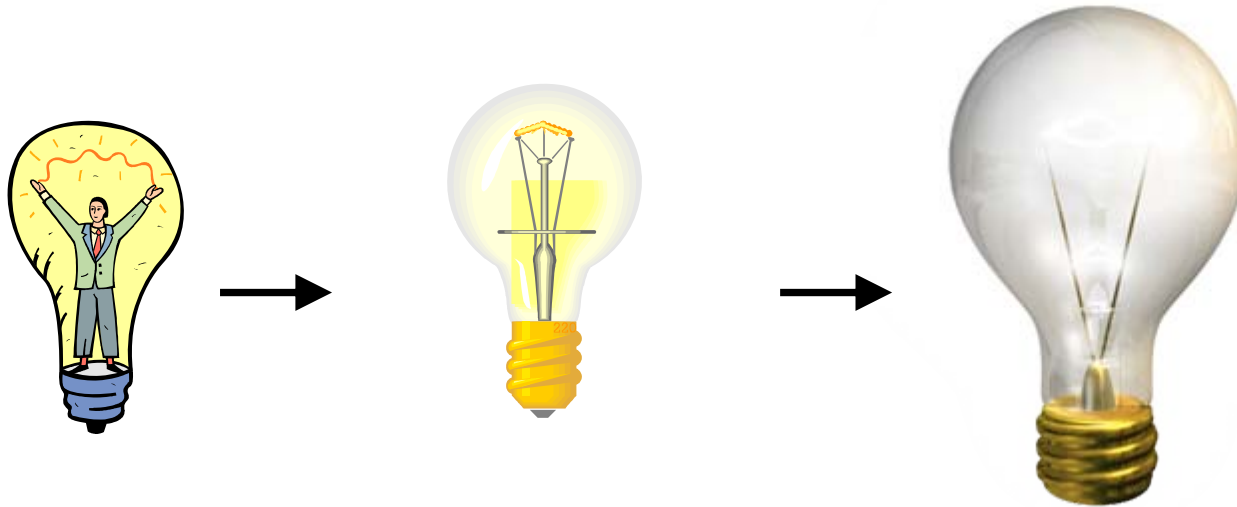
Planning

Implementation



What is a Program?

“A program is the work required to take an opportunity and convert it into an asset.” —Richard E. Westney



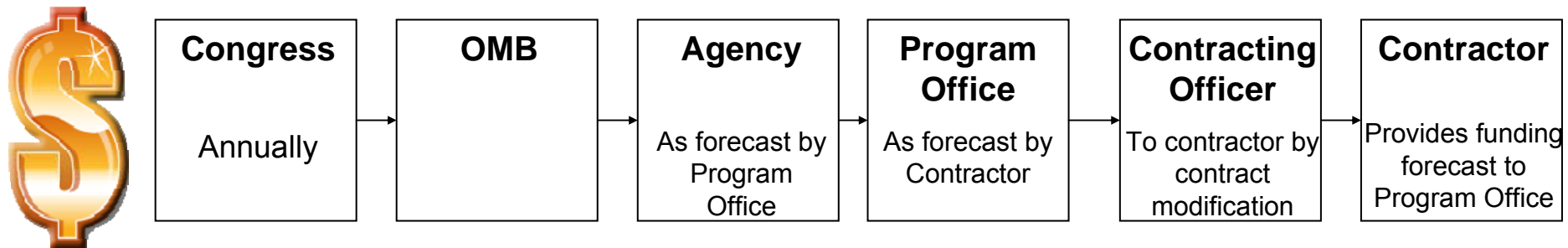
Take an opportunity and:

- Provide the information to New Business personnel
- Turn it over to the Proposal personnel who start the planning
- Once won, it goes to a Program Manager who plans and executes



Funding of a Program

- Funding Process is how the government allocates appropriations by making periodic obligations as work progresses
- Congress appropriates money annually, and appropriation amounts are released to agencies by the Office of Management and Budget (OMB)
- Agencies release funding to Program Offices, who release the funding via the Contracting Officer's contract modification to the Contractor
- The Contractor needs to provide accurate estimates of the funding required to complete work, under an incrementally funded contract



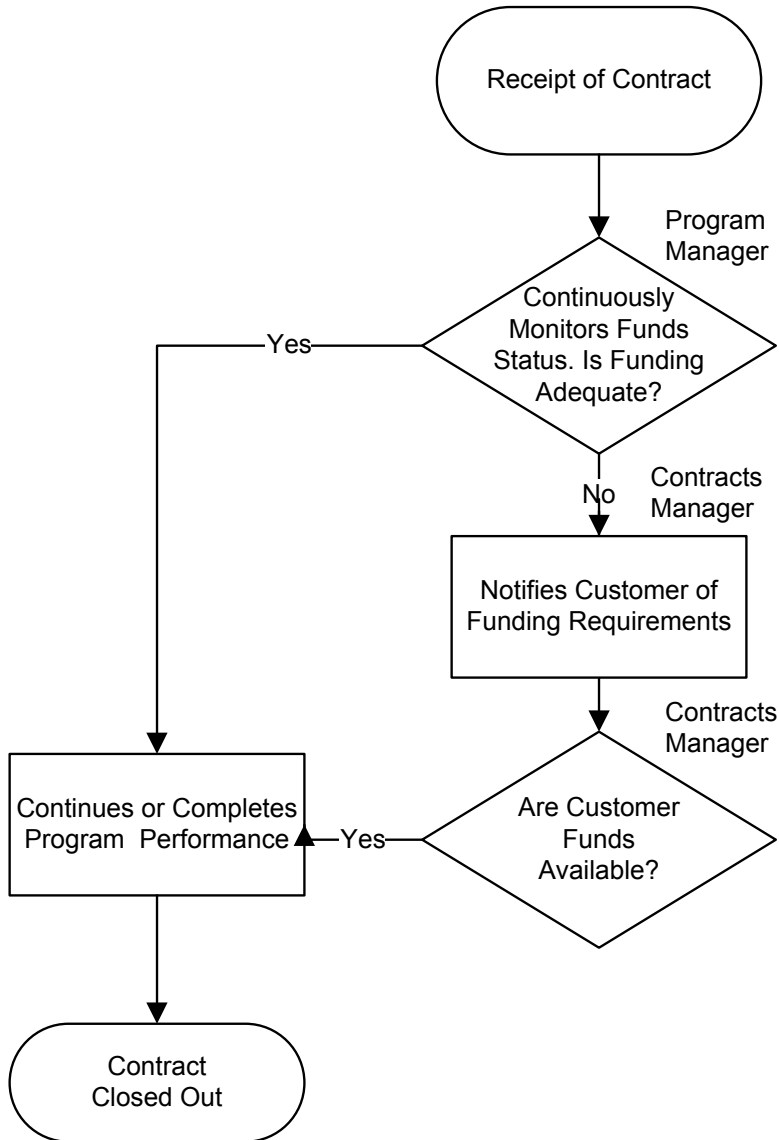


Limitations to Funding

- There are several contract clauses affecting the amount of funding a Contracting Officer can authorize:
 - Authorization to Proceed – Authorizes work to start within funding and time limits before a formal contract
 - ❖ Contractors proceed past the allotted amount at their own risk, if a contract is not forthcoming
 - Limitation of Funds/Obligation – Establishes a procedure for the contractor to report expenditure of incrementally funds
 - ❖ Contractors proceed past the allotted amount at their own risk (Need to justify use of internal risk funds)
 - Limitation of Cost – Establishes a procedure for the contractor to report if they can complete work under a fully funded cost reimbursable contract.
 - ❖ Contractors proceed past the allotted amount at their own risk
- Government Contracting Officers are also constrained by the Anti-Deficiency Act, which prohibits authorizing work where funds are not yet available.
- Once a contract is funded a program is established and planned based on the total contract value and the funding available

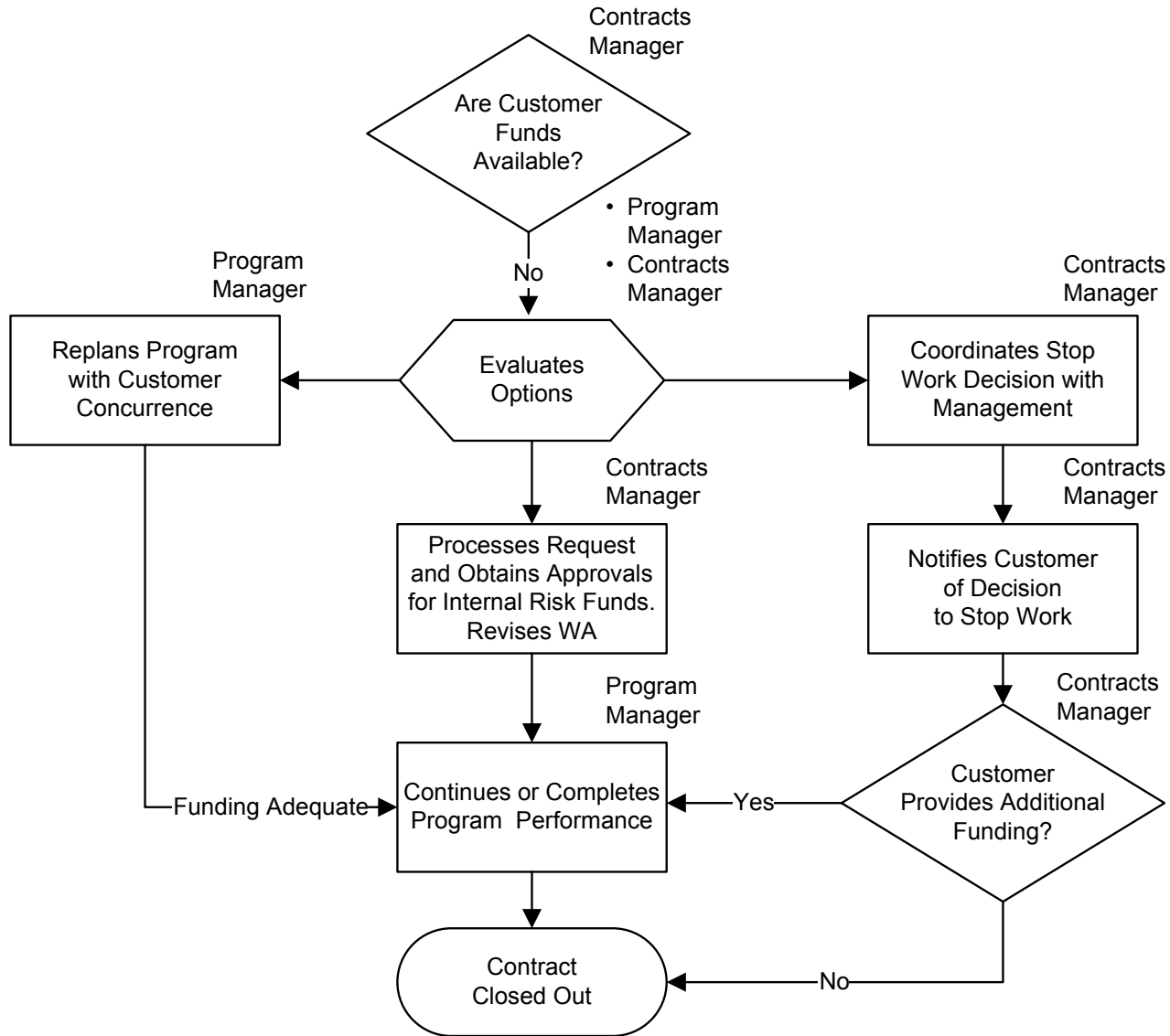


Contract Funding Flow Chart (1 of 1)





Contract Funding Flow Chart (2 of 2)





Executing a Program Utilizing Life Cycle Gated Milestones

Life Cycle

Divides Programs into controllable, measurable phases, from Pursuit to Program Close Out

Gated Milestones

Internal reviews

A gate is a predetermined decision point in the program's life cycle when:

- ❖ Products and the program are reviewed for **maturity**;
- ❖ Program **Risks** are evaluated

Products

Documents and activities that are critical to establish a "one company" approach for successful program execution



Life Cycle Concept

Life Cycle

Profile

New Business		Planning			Implementation	
Start	Next	Next	Next	Next	Close out	
Activity Document Activity Activity	Activity Document Activity Document Document	Activity Document Activity	Activity Document Activity Document	Activity Document Document Activity	Activity Document Document	

Products



Check Progress



Check Progress



Check Progress



Check Progress



Check Progress



Gated Milestones



Program Life Cycle Example

Life Cycle

New Business

Planning

Implementation

Periods & Phases	New Business Period			Planning Period					Implementation Period						
	Period Phase			Proposal Phase		Post-Proposal Planning Phase	Requirements Definition Phase			Preliminary Design Phase	Product Design Phase	Pre-Fabrication Phase	Fabrication Phase	Verification & Delivery Phase	Support Phase
	Proposal Focus Brief	Qual Chart	Proposal Execution Schedule	Proposal Program Schedule	Final Proposal	Program Schedule	Schedule Baseline	Subsystem Specs	Test Plan	Release Build Documents	Test Procedures	Test Report	Launch Site Test Results Report	Material Disposition	Program Closed
	Brief/Bid Brief	Brief/Bid Criteria Evaluation Form	Strategies & Bound Rules	Cost Estimating/Basis of Estimate	Proposal Approval Record	Program Organization Plan	IFT Cost Account Manager Agreements	Cost Baseline	Independent Design Review	Independent Design Review	Manufacturing Plan	Independent Design Review	Configuration & Data Management Data Package		
			Systems Engineering Planning Checklist	Request for Proposal / RFP Compliance Items	Final Proposal Review Brief	Submitted Management Plan	System Specification	Safety Analysis / Documentation	Verification, Validation, & Characterization Plan	Final Product Structure			Verification Reports		
			Special Plans and Considerations Checklist	How/By Plan	Offer Letter	Risk Management Plan	System Subsystem Specs	Verification, Validation, & Characterization Plan					Shipping Procedures	Closed Build Documents	
			Preliminary System Architecture	Systems Engineering ConOps		Configuration & Data Management Plan	Preliminary System Specs	System Safety / Documentation					Post-delivery Integration & Test Plan		
			Work Breakdown Structure (WBS)	Cost Proposal Analysis		Mission Assurance Plan	To Be	Determined / Resolved (TDR) Matrix					Post-delivery Integration & Test Plan		
			Work Breakdown Structure (WBS)	Work Breakdown Structure Analysis		Conservation Control Plan	Determined / Resolved (TDR) Matrix	Independent Design Review					CEO Pricing Review Package		
				Red Team Review		Integrated Change Control Plan	Independent Design Review	System Safety / Requirements Checklist							
						Communication Plan	System Safety / Product Structure	Product Structure / Specification Tree							
						Systems Engineering Management Plan	System Safety Program Plan								
						Procurement Management									
						Contract Review Record	Statement of Work/Terms & Conditions/Spec								
Control Gates	IN	PSP	BBS	PND	CR	FPN	PNL	SRR	PDR	CDR	MRR	TSR	PSR	MLR	COR
	Intent/No Intent Review Est. Complete	Proposal/No Proposal Review Est. Complete	Bids/No Bids Review Est. Complete	Proposal/No Proposal Review Est. Complete	Cost Review Est. Complete	Final Proposal Review Est. Complete	Program Implementation Review Est. Complete	System Requirements Review Est. Complete	Preliminary Design Review Est. Complete	Color Design Review Est. Complete	Manufacturing Readiness Review Est. Complete	Test Readiness Review Est. Complete	Pre-Info Readiness Review Est. Complete	Mission/Launch Readiness Review Est. Complete	Closed Review Est. Complete
	Lessons Learned	Lessons Learned	Lessons Learned	Lessons Learned	Lessons Learned	Lessons Learned	Lessons Learned	Lessons Learned	Lessons Learned	Lessons Learned	Lessons Learned	Lessons Learned	Lessons Learned	Lessons Learned	Lessons Learned

Profile

Products

Gated Milestones



Summary

- A program begins with a pursuit and ends with program close out
- Between pursuit and close out there are many steps to ensure the successful execution of a program
 - Funding Allocations govern the contractors ability to execute the program
 - ❖ Planning
 - ❖ Implementation
 - Life Cycle Gated Milestones (LCGM) ensures that programs are being executed consistently and effectively
- These are all guides in helping the contractor meet the scope, schedule and budget of a program
 - Good stewards of taxpayers money



Successful Program Execution Makes an Impact – Deep Impact (DI)

