



DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR THE ACQUISITION WORKFORCE

10 AUG 18

FROM: SAF/AQ  
1060 AF Pentagon  
Washington, DC 20330-1060

SUBJECT: DoDI 5000.02 and Rapid Acquisition - Yes, Rapid!

Hi, Team. With all my focus on Section 804 rapid acquisitions, it's high time for a memo to teammates supporting DoDI 5000.02 programs. Don't worry: I'm excited about them too!

Contrary to popular belief, I don't believe 5000.02 is a completely broken system, and if there were no 804 authority, we'd make it go as fast as its pistons could pump. The original directive is not dissimilar from the rapid acquisition memo you have from me. It's short (~ nine pages), minimalist (focusing on tailoring), and, in my view, only contains one flaw that we now see in hindsight: the regulatory requirements of myriad organizations not responsible for fielding the system. This metastasized into the cumbersome acquisition tome we have today. Though the 804 authority gives us even more flexibility for new programs, I want to reboot 5000.02 for programs already underway. Fixing 5000.02 simply requires re-sharpening our scissors to tailor acquisition plans to the minimum set that adds value. So to go fast, we need to run with scissors acquisition-wise. Game on!

Whereas 804 takes a clean sheet and constructs an acquisition approach, "5000.02 with Scissors" should start with a traditional acquisition plan and remove all steps that aren't needed with brutal minimalism. It's a bit more work, and each milestone decision doesn't strongly apply to all programs. You may have to make a "best fit" or creatively bundle multiple required steps into one. (I've already see many of you doing this!) But there's no reason we can't apply the 804 methodology to 5000.02 programs starting now. Let's do it!

If you feel your 5000.02 program would significantly benefit from updating its milestones, metrics, reviews, and even its strategy, I authorize—and encourage!—you to do so. Follow the methodology in the 804 rapid acquisition memo and tailor down to the best acquisition "fast path" based on what you know now, vice what was known at initiation. If you need a new approval, see your friendly Milestone Decision Authority. And just to have a bit of fun with this, I am establishing Golden Scissors Awards for the most creative tailoring in a 5000.02 program. I still want 804 to be utilized to the maximum extent practicable to enable an integrated development operations (DevOps) culture with requirements flexibility, but if you have a 5000.02 program, make it speedy!

Looking ahead, I'm updating guidance to our contracting and business professionals. You are all vital to our acquisition family, and aside from building stronger bridges between

contracting and program management, I want to encourage you to be daring mavericks using contracting strategies and incentives to get the best out of industry. We get what we reward, so let's think about how to reward things like speed and digitization as much as we do cost and performance.

I'm still blown away by the talent on our team. After five months, I'm even more excited to be here. Keep being fast. Keep taking risk. Keep making your bosses "good nervous." Celerity!

Cheers,

A handwritten signature in blue ink, appearing to read "W. B. Roper, Jr.", with a long horizontal flourish extending to the right.

William B. Roper, Jr.  
Assistant Secretary of the Air Force  
(Acquisition, Technology & Logistics)