Rapid Acquisition Policy and Application

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Outline

• Defining Rapid Acquisition
• Rapid Acquisition Policy Update – JCIDS
• Acquisition Approach / Balanced Risk
• Sustainment Challenges / Fiscal Environment
• Rapid Acquisition Tools for the Logistician
• Useful References / Resources
• Wrap / Questions & Answers
Traditional Acquisition vs. Rapid Acquisition Processes

Traditional Acquisition
★ Future Focused, ACAT Programs
★ Very Structured Process
★ Evolved Requirements
★ Analysis of Alternatives
★ Lengthy Development
★ High Visibility on Program
★ Large Investment

Rapid Acquisition
☆ Now-focused, ACAT II or below
☆ Streamlined process
☆ Specific, contingency operation requirement
☆ Quick assessment of alternatives
☆ Limited development if feasible
☆ High visibility on results
☆ Limited investment (generally, but not always)
☆ May transition to Normal Acquisition Program
☆ 75% solution acceptable
Established Three Lanes to Requirements Development to Respond to Capability Gaps within Acceptable Timeframes and Risks

**Deliberate Requirements**
- Service, Combatant Command (CCMD) or Agency Driven
- Traditional route for capabilities that require significant tech development and/or are not urgent or compelling in nature

**Emergent Requirements**
- CCMD Driven
- Supports accelerated acquisition of capabilities needed for an anticipated or pending contingency operation
- VJCJS verifies, JCB or JROC validates

**Urgent Requirements**
- CCMD or Other DoD Component Driven
- Urgent and compelling to prevent loss of life and/or mission failure during current operations
- Require little tech development and can be resolved in less than two years
- Joint Staff J8 Deputy Director for Requirements (DDR) validates Joint Needs; DoD Components other urgent needs
What does it take to “field” a capability quickly? (Acquisition Perspective)

• Know what it is that you’re trying to field
  – “Requirements” – but, may be incomplete as submitted by requester

• Know how it’s going to be used and who’s going to use it
  – DOTMLPF, force management (e.g., boots on the ground) considerations, contractor operated, contractor owned

• Have mature technology in the bank, rapid integration, rapid development, focused and rapid science & technology
  – Non-material solutions. Interim solutions. Multiple simultaneous approaches

• Have a responsive and accountable “acquisition” structure
  – Analysis, program management, contracts, industrial base, supply chain, logistics, etc… NEW POLICY TO BE ISSUED

• Have access to money to execute when you need it
  – “Budgets”: current execution year, future year, color

• Training, logistic, and operational support

• Know capability delivered meets user needs (operational & other assessments)

A sense of urgency and clear authorities
Inherent Risks
Acquisition Viewpoint

• **Solution Failure** – rapid fielding may result in a solution that does not perform as planned

• Short-term success may not meet longer-term needs

• **Inadequate sustainment planning:**
  – May result in requirements for multiple upgrades or for more costly improvements
  – Issues if we must transition to a new sustainer other than the initial provider - Short learning curve

• **Transition to Normal Acquisition Program** may require backward development of required DoD 5000 and JCIDS documentation
## Balanced Risk Approach

<table>
<thead>
<tr>
<th>Requirement Type</th>
<th>Operational Risk Description</th>
<th>Acquisition Risk Description</th>
<th>Balanced Approach</th>
</tr>
</thead>
</table>
| UON/JUON         | Loss of life, mission impact, to current operations | System fielded without OT, may not be effective, may not be suitable, high support costs | • Validate “80%” solution from mature technology  
• Buy add’l qty if effective  
• Build product support package as you go  
• Life cycle decision points |
| EON              | High potential for loss of life, mission impact, to near-term operations | Potential for sunk development cost or higher cancellation rate | **New process**  
• Life cycle analysis, define deliberate decision points and product support triggers |
| Standard Requirement | Enduring capability need, force infrastructure | Standard acquisition process risks, ACAT-based | • Manage technology readiness and program risk  
• Follow 5000.02 process |

Urgent needs requirements are a recognition that high operational risk dictates acceptance of higher acquisition risk to field effective solutions.
Key Sustainment Challenges

- Early emphasis on technology
- Fielding of immature systems
- Inherent O&S cost and sustainment performance risk
- Maintaining continuity from development through delivery, O&M funding and support/logistics can be difficult.
  - Some requirements do not originate with the Services. Sponsor, developer and sustainer may all be different components and agencies.
  - The right people may not be engaged early enough.
  - Process is less institutionalized than Defense Acquisition System (5000).

- Keys are early PSM/logistician engagement (well in advance of delivery) and continuity of funding responsibility.

- DRAS will fix continuity issues but risk is still inherent…
ASD(L&MR) Goals / JUON Focus

- **Support for current operations**
  - Ensure effective Logistics support for current operations
  - Ensure effective management of "contractors on the battlefield"

- **Improve Buying Power and Drive Logistics Efficiencies**
  - Integrate Life Cycle Management principles into DoD and Service’s acquisition and sustainment processes
  - Integrate supply chain operations that effectively support warfighters and are efficient from source of supply to point of consumption

**JUON Focus**
- **Execution, “Tip of the Spear”**
- **Transition to Base by FY14**
- **Sustainment Requirements & Governance**
- **Logistics Efficiencies**

**Capabilities will not be sustained if the sustainment is not affordable.**
“Rapid” Tools for the PSM

- Rapid Acquisition Sustainment Quad Chart and JUON sustainment reporting guidance
- Defense Rapid Acquisition System – acquisition strategy / sustainment plan and decision points
- Product Support for Rapid Acquisition Continuous Learning Module, Defense Acquisition University (under development).
- Tenets of Rapid Acquisition Sustainment (see references)
- Future tools:
  - Rapid Logistics Assessment *
  - Life Cycle Analysis *

* Notional
Life Cycle Profile
* 200 systems to be fielded. FUE is APR 11. Expect 3 year deployment/duration in theater. (After 3 years, newer technology will be available.)
* No known Obsolescence issues
* No upgrades expected at this time

Sustainment Issues
* Overall status is Green.
* Risks and issues: Additional contract actions needed for spares and continued support

Sustainment POC
* Mark Gajda

Sustainment Health

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<tr>
<th>Logistics Element</th>
<th>Status</th>
<th>Remarks</th>
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<tbody>
<tr>
<td>Delivery and Transportation</td>
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</tr>
<tr>
<td>Training</td>
<td>Green</td>
<td></td>
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<tr>
<td>Manpower / Personnel</td>
<td>Green</td>
<td></td>
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<tr>
<td>Maintenance Concept</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>Supply Support (Basic)</td>
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<td></td>
</tr>
<tr>
<td>Facilities</td>
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<tr>
<td>Contracts</td>
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<td>Separate contracts for repair parts buys</td>
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Fielding Schedule

Today

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<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
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Sustainment Funding Chart

<table>
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<tr>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
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<tr>
<td>Sustainment Funding – Source 1</td>
<td>$2.1M</td>
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<tr>
<td>Sustainment Funding – Source 2</td>
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<tr>
<td>TOTAL Funding</td>
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<td>Requirement</td>
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<tr>
<td>Delta</td>
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<td>$8.1M</td>
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Rapid Acquisition Life Cycle Analysis

Rapid Acquisition

2-24 months  Up to 3 years  Up to 2+ years

Generate / Validate Req’t  Execute (Dev / Proc)  Operate & Support  Continue (Sustained by Acq Sponsor)  Transfer (to New Sustainment Lead)  Continue Transfer

Traditional Acquisition

“On Ramp” to POR

Life Cycle Analysis defines: (1) How many systems (potentially), (2) How long to support in field, (3) Decision points, (4) Potential transition programs / transition plan.

*Requirements 310* course, Defense Acquisition University.
Questions / Discussion