Acquisition Policy and Logistics

Operational Sustainment Reviews
An Army Perspective

Mr. Steven Karl
Director, Acquisition Logistics Policy and Programs
May 15, 2019
Sustainment Review Opportunities

Army sees an opportunity to address the following:
• Maximize utilization of the organic industrial base
• Costs
• Reliability-Availability-Maintainability (RAM)
• Comparison of manpower actuals to estimates
• Organic sources & planned transitions
• Maintenance concepts and plans
• Management of consumables & reparables

We are still working to address:
• Fuel efficiency
• Cost of information technology
• Other?

Preserve the Army’s Investment
The Operational Sustainment Review brings *key players* together:
- ASA (ALT), PEO, PM
- Army Materiel Command, Lifecycle Management Command
- Deputy Assistant Secretary of the Army, Cost and Economics
- Army Materiel Systems Analysis Activity (AMSAA)
- Army Staff (DCS G1, DCS G3/5/7, DCS G4, DCS G8, PAE)
- TRADOC proponent schools (operator and maintainers)
- Defense Logistics Agency
- Office of Secretary of Defense CAPE
- Office of Secretary of Defense L&MR (MR, MPP)

**Goal:** Achieve Transparency of Issues
Implementation and Timing

• OSRs scheduled 2 years after IOC; then every 5 years
• Establish initial baseline for metrics during operational tests
  ▪ Performance: Availability, Reliability, Mean down time
  ▪ Costs (Army cost position and independent cost estimate)
• Compares actual performance against baseline values
• Confirms the PM did what they were told to do and accomplishments to affect a smooth transition.
• 22 Programs reviewed to date with 4 in-work to complete FY19
• 8 programs per year plus comeback programs beginning in 2021
• Scheduled 39 ACAT I & 28 ACAT II programs through 2029; based on development timelines; review annually

Get the program as good as possible prior to transition of sustainment execution functions
OSR Process

Framework

• D-180 Kick-off meeting w/program office
• Obtain program documentation
• Understand support concept and arrangements
• Identify metrics used to manage sustainment

IPR #1
• Sustainment Program Overview
• Metrics Identified
• D-90

IPR #2
• Metrics Deep Dive
• Updates from IPR #1
• D-60

IPR #3
• Brief to DASA APL
• Identify discussion issues
• D-30

D-Day
Issues for discussion
Resulting actions

OSR

Track Actions

Sustainment Action Memo (SAM)
Independent Cost Estimate (ICE)

D-30
Kick-off meeting w/program office
Obtain program documentation
Understand support concept and arrangements
Identify metrics used to manage sustainment

D-180

OSR Process

D-90

D-60

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IPR #1

IPR #2

IPR #3

D-Day

Issues for discussion
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OSR

Track Actions

Sustainment Action Memo (SAM)
Independent Cost Estimate (ICE)
Examples that made a difference

PEO Ammunition  EXCALIBUR
Task: Continue to pursue additional X-ray imaging and radiography capability to ensure complete stockpile is tested, NLT 3QFY18
Result:
JMC worked to contract level III qualified radiographers from American Ordnance (AO) personnel working at Iowa Army Ammunition Plant. ii. Additional radiographers are required due to the need to x-ray 100% of the stockpile. JMC has subsequently been working with ARDEC and ACC-RI to secure a second team to eliminate the backlog. iii. The team prepared and staffed statement of work (SOW) and urgency statement documentation and assisted with other contracting requirements. The team coordinated qualification documentation of the readers and assisted with travel arrangements for readers to receive required training by ARDEC lead. Teams will be made up of readers from Day & Zimmerman (DZI) Kansas, General Dynamics (GD), Level III Associates as well as the current AO team. iv. Work continues with meetings scheduled to address x-ray schedules, equipment issues, and rework of non-conforming projectiles.

PEO Missiles & Space  HIMARS
Task: Army (GCSS-A) PM will coordinate with CASCOM to determine if the inability to process their repair parts requests is a GCSS-A systems gap. GCSS-A PM will provide the results to the PFRMS PM and HQDA, G-4 NLT 2QFY18
Result:
Some "test" requisitions have passed thru to the OEM and back to the units. Currently working to verify a mod to a requisition from the unit/ SSA (priority mod) works and makes it thru to the OEM.
Lessons Learned

1. Sustainment/supportability metrics not consistent across Army programs, regardless of maintenance concept (contractor or organic)

   Remediation: Develop standard Army metrics for each IPS Element

2. The metrics for readiness, availability, reliability, maintainability are often:
   - Not produced/determined at all. Typically due to lack of the correct data/information
   - Produced, but not trusted (i.e. no one believes the 99% readiness rate).
   - Determined by each program individually, using differing methods and data sources.

   Remediation: Deep dive on data for each OSR; establish RAM analysis using existing data (GCSS-A, Army common operating picture (ARCOP), etc.)

3. No retention of baseline test data

   Remediation: Army Test and Evaluation Command archive test data
Lessons Learned (Con’t)

5. Lack of Institutional process to collect operational data post FRP
   Remediation: RAND Study to look at GCSS-A data, identify data other sources; ARCOP, AESIP

6. Cost data not consistently available for CLS and PBL contracts
   Remediation: Require Contract CLIN/work with DASA CE

7. Workforce training issue across the Army Sustainment community
   Remediation: Educate workforce through continuous engagement
Road Ahead

- Detailed RAM analysis for each OSR (2019)
- Add fuel efficiency analysis and comparison (2019)
- Establish corrosion prevention and control review (2020)
- Establish supply chain risk management review (2021)

The OSR will continue to change and mature!
Back-up
<table>
<thead>
<tr>
<th>Date</th>
<th>Program</th>
<th>PEO</th>
<th>DASA APL AO</th>
<th>Status</th>
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<tbody>
<tr>
<td>14 December 2015</td>
<td>M777A2</td>
<td>Ammo</td>
<td>Charlie Gulac Amber Dufour</td>
<td>Completed</td>
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<tr>
<td>20 May 2016</td>
<td>Prophet</td>
<td>IEW&amp;S</td>
<td>Tony Bullock Amber Dufour</td>
<td>Completed</td>
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<tr>
<td>26 July 2016</td>
<td>SHADOW RQ-7B</td>
<td>Aviation</td>
<td>Charlie Gulac Amber Dufour</td>
<td>Completed</td>
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<tr>
<td>(TBD) September 2016</td>
<td>WIN-T INC 1</td>
<td>C3T</td>
<td>Lexi Flood Amber Dufour</td>
<td>Completed</td>
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<thead>
<tr>
<th>Date</th>
<th>Program</th>
<th>PEO</th>
<th>Status</th>
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<tbody>
<tr>
<td>26 October 2016</td>
<td>CREW</td>
<td>IEW&amp;S</td>
<td>Conducted 16 October 2016</td>
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<tr>
<td>4 January 2017</td>
<td>Stryker, Family of Vehicles</td>
<td>GCS</td>
<td>Completed 16 December 2016</td>
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<td>21 March 2017</td>
<td>FMTV</td>
<td>CS CSS</td>
<td>Completed 22 March 2017</td>
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<td>18 April 2017</td>
<td>Common Remotely Operated Weapon Station (CROWS) M153</td>
<td>Soldier</td>
<td>Completed 1 June 2017</td>
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<tr>
<td>May 2017</td>
<td>Joint Biological Point Detection System (JBPDS)</td>
<td>JPO CBD</td>
<td>Completed 7 September 2017</td>
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<tr>
<td>June 2017</td>
<td>M982A1 Excalibur</td>
<td>Ammo</td>
<td>Completed 28 June 2017</td>
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<tr>
<td>August 2017</td>
<td>Modernized Utility Helicopter–Black Hawk UH-60M</td>
<td>Aviation</td>
<td>Completed 16 August 2017</td>
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<tr>
<td>September 2017</td>
<td>Tactical Mission Command</td>
<td>C3T</td>
<td>Completed 18 September 2017</td>
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## FY18 OSR Program Schedule

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<th>Date</th>
<th>Program</th>
<th>PEO</th>
<th>Status</th>
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<tbody>
<tr>
<td>20 November 2017</td>
<td>HIMARS</td>
<td>Missiles and Space</td>
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<tr>
<td>5 December 2017</td>
<td>Thermal Weapon Sights (AN/PAS-13)</td>
<td>Soldier</td>
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<td>April 2018</td>
<td>HEMTT</td>
<td>CS&amp;CSS</td>
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<td>May 2018</td>
<td>M88A2</td>
<td>GCS</td>
<td>Completed</td>
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<td>June 2018</td>
<td>AN/TPQ-53 Radar</td>
<td>Missiles &amp; Space</td>
<td>Completed</td>
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<td>August 2018</td>
<td>Joint Battle Command – Platform</td>
<td>C3T</td>
<td>Completed</td>
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<tr>
<td>August 2018</td>
<td>MQ-1C Gray Eagle UAS</td>
<td>Aviation</td>
<td>Completed</td>
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# FY19 OSR Program Schedule

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<th>Date</th>
<th>Program</th>
<th>PEO</th>
<th>Status</th>
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<tbody>
<tr>
<td>October 2018</td>
<td>Lightweight Laser Designator Rangefinder (LLDR, LLDR 2, LLDR 2H), AN/PED-1</td>
<td>Soldier</td>
<td>Completed Dec 2018</td>
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<tr>
<td>February 2019</td>
<td>SICPS</td>
<td>C3T</td>
<td>Completed April 2019</td>
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<tr>
<td>April 2019</td>
<td>CMWS</td>
<td>IEW&amp;S</td>
<td>To be Rescheduled</td>
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<tr>
<td>May 2019</td>
<td>M109A6 Paladin</td>
<td>GCS</td>
<td>Scheduled 8 May 2019</td>
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<tr>
<td>June 2019</td>
<td>Stinger - RMP</td>
<td>Missiles &amp; Space</td>
<td>Completed April 2019</td>
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<tr>
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<td>Paper OSR</td>
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<tr>
<td>July 2019</td>
<td>HMMWV (PD LTV)</td>
<td>CS CSS</td>
<td>Scheduled July 2019</td>
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<tr>
<td>August 2019</td>
<td>AH-64E Apache</td>
<td>Aviation</td>
<td>Scheduled August 2019</td>
</tr>
<tr>
<td>September 2019</td>
<td>Spider, M7</td>
<td>Ammo</td>
<td>Scheduled September 2019</td>
</tr>
</tbody>
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Evolution

2016
- 4 Pilot Programs
- Develop Framework
- Socialize with Army Staff
- Identify Stakeholders

2017
- 8 Programs
- Strategic Findings
- Develop Standard Metrics (Supply Support, Training, Tech Data)

2018
- 8 Programs
- Develop Standard Metrics (Maintenance, Manpower & Personnel)
- Integrate RAM Metrics
- Program Laydown

2019
- 8 Program
- Develop Standard Metrics (Support Equipment, PHST)
- Detailed RAM analysis
- Update Policy

2020
- 8 Programs
- Develop Standard Metrics (Design Interface, Facilities & Infrastructure)
- Corrosion Prevention & control
- DP-2016 Programs

2021
- 8 Programs
- Refine Metrics
- 2016 Programs
- Supply Chain Risk Management

21 Programs Reviewed