



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



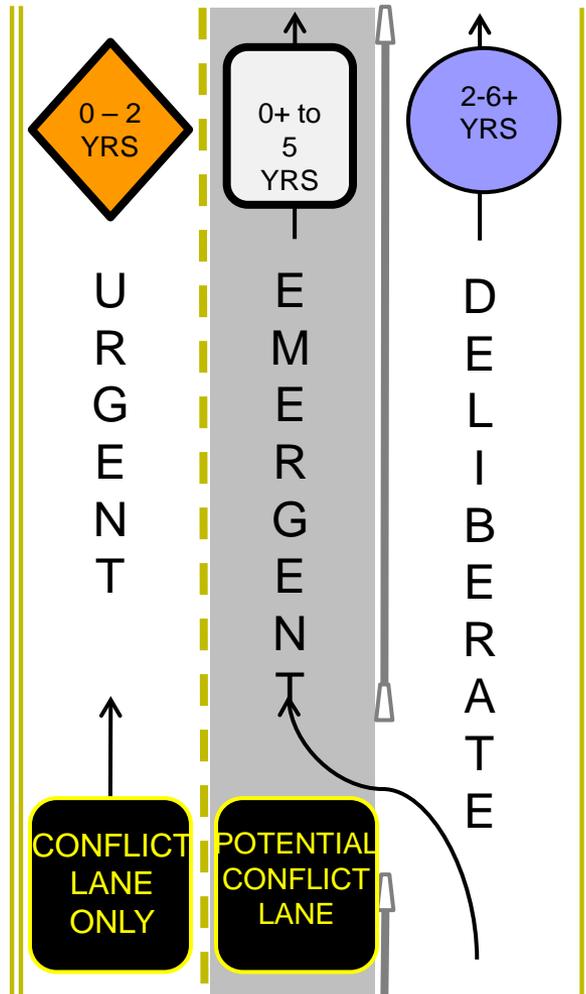


Revised CJCSI 3170.01H

Three Requirements “Lanes”



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
 - VCJCS 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



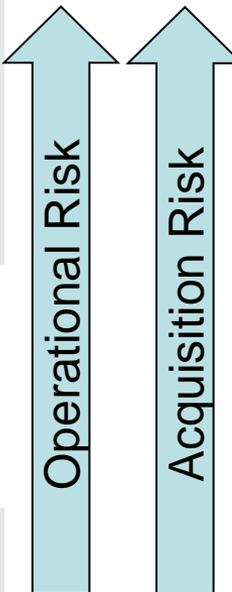
- **Solution Failure** – rapid fielding may result in a solution that does not perform as planned
- Short-term success may not meet longer-term needs
- **Inadequate sustainment planning:**
 - May result in requirements for multiple upgrades or for more costly improvements
 - Issues if we must transition 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



Requirement Type	Operational Risk	Acquisition Risk	Balanced Approach
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	<ul style="list-style-type: none"> •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	<p>New process</p> <ul style="list-style-type: none"> •Life cycle analysis, define deliberate decision points and product support triggers
Standard Requirement	Enduring capability need, force infrastructure	Standard acquisition process risks, ACAT-based	<ul style="list-style-type: none"> •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



Rapid Sustainment Quad Chart ABC Program (Notional – Not Real Data)



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

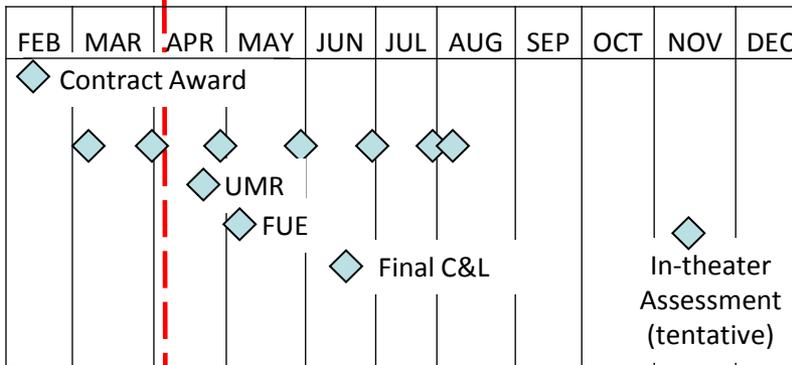
Sustainment Health

Logistics Element	Status	Remarks
Delivery and Transportation	GREEN	
Training	GREEN	
Manpower / Personnel	GREEN	
Maintenance Concept	GREEN	
Supply Support (Basic)	GREEN	
Facilities	GREEN	
Contracts	YELLOW	Separate contracts for repair parts buys

RED=No Plan / CNX YELLOW=Resolving Issues GREEN=No Issues

Fielding Schedule

Today



Deliveries

OEM Delivery Schedule	Lot 1	Lot 2	Lot 3	Lot 4	Lot 5	Lot 6	Lot 7
	10-Mar	31-Mar	30-Apr	31-May	30-Jun	31-Jul	9-Aug
	3	12	20	40	50	50	25

Sustainment Funding Chart

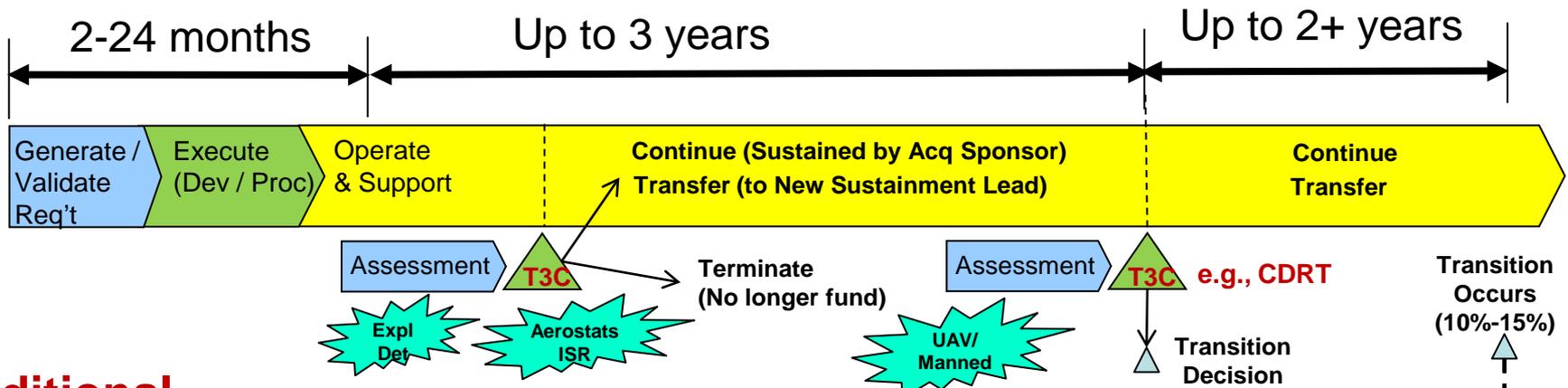
	FY12	FY13	FY14	FY15
Sustainment Funding – Source 1	\$2.1M	-	-	-
Sustainment Funding – Source 2	2.5M	-	-	-
TOTAL Funding	\$4.7M	-	-	-
Requirement	\$5.9M	\$8.0M	\$8.1M	\$5.1M
Delta	\$1.2M	\$8.0M	\$8.1M	\$5.1M



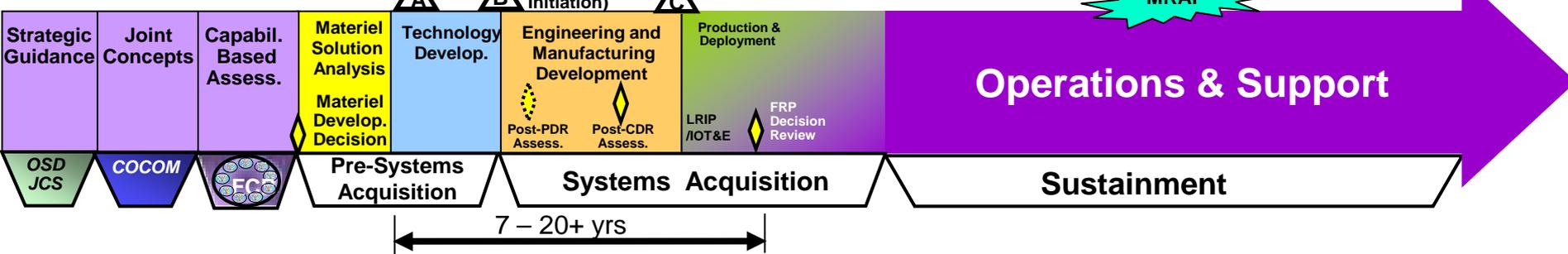
Rapid Acquisition Life Cycle Analysis



Rapid Acquisition



Traditional Acquisition



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.



References

“Hidden Value: The Underappreciated Role of Product Support in Rapid Acquisition,” *Defense AT&L Magazine*, Mar-Apr 2012.

http://www.dau.mil/pubscats/ATL%20Docs/Mar_Apr_2012/Farmer.pdf

Requirements 310 course, Defense Acquisition University.



Questions / Discussion