Acquisition and Sustainment Program

“Any Soldier, Anywhere, All the Time”

Program Executive Office
Missiles and Space

COL Lloyd McDaniels
Project Manager
CCWS Project Office
U.S. Army
Redstone Arsenal, Alabama
Dynamic Times in the Missile Community
The life-cycle management initiative will provide an integrated, holistic approach to product development and system support.

“The PEOs will be able to work as an integral part of the AMC MSCs, while continuing to report directly to the Army Acquisition Executive (AAE); likewise, logisticians in AMC will have enhanced input into the acquisition processes to influence future sustainment and readiness.”

SFL is a Primary Method to Realizing this Vision
Integrating Program Management and Execution

Problems

• Life Cycle Management Still Not Under One Leader
  – PM - TLCSM
  – IMMC - Sustainment
  – SAMD - FMS
  – RDEC - RDTE / Sust Eng
  – ACQ CTR - OMA Central Procurement

Solutions

• Make the PM the Life Cycle System Manager
• Delegate Authority for:
  – Funding
  – Personnel (Core, Matrix)
• Accountability for Life Cycle
  – Cradle to Grave

Really Give PM the Resources and Authority to Match the TLCSM Charter
Post “MS” System Sustainment

• Provide Focused Sustainment Effort
• Maintain CM/SE/Logistics Under One Manager
• Synergistic Management of Various Fund Sources… PA, RDT&E, OMA, SSTS, Spares
• Program Management Provides Synchronized Budget and Execution Plans

Continued “PM” Responsibility
& Post PM Opportunity
Mission Statement

Provide the Soldier with Superior Technology and Logistic Support to Meet the Requirement for Close and Long Range Tactical Fires
End State

• Integrated Office Capable of:
  – Improving, Producing, Fielding, Training, and Sustaining Assigned Weapon Systems
  – Leading an Integrated Workforce to Ensure High States of Readiness of Fielded Systems
  – Executing the Life Cycle Support Program

One Stop Shop for Fielded Systems
Specified and Implied Tasks

- Specified Tasks
  - Total Support of Fielded Weapon Systems
  - Continue Production and Improvement of Fielded Systems
  - Strengthen Linkage to the Warfighting Soldier
  - Provide Acquisition Expertise and Discipline for Life Cycle Support
  - Accept Programs Post Milestone “D”
Specified and Implied Tasks

- Implied Tasks
  - Manage the Total Current Systems Budget
  - Manage a Fully Integrated Functional Staff
  - Maintain Total Asset Visibility
  - Provide Rapid Reaction to the Field
  - Provide a Sustainment Planning Capability
  - Interface with Other Government Logistic Agencies and Contractors
  - Professionally Develop Workforce for Sustainment and Acquisition Processes

Our Primary Responsibility
Sustain Weapons that are a Credible Deterrent in Peace and that Effectively Perform the Mission in War
ASP Organizational Structure

- Deputy PEO for ASP
  - Office Staff
  - Business Mgt Div
    - PD
    - PD
    - PD
    - PD
    - PD
  - Deputy
    - Tech Advisor
    - FMS Coordinator
  - Director O&S
    - Operations
    - Field Support
    - Support/Sustainment
Product Management Organization

PD

- Engineering
  - Program Support
    - FMS
  - Logistics
    - MFT
      - Item Mgr
    - Performance Management

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  - Program Support
    - FMS
  - Logistics
    - MFT
      - Item Mgr
    - Performance Management
Transition Execution Over Time

CLOSE COMBAT WEAPON SYSTEMS (CCWS)

Office Staff
- COL Lloyd E. McDaniel, Project Manager
- Fat Wells, Secretary
- Jon Lewis, Deputy Project Manager
- Sandy Kean, Secretary
- MAJ Shal Jones

Deputy PEO for ASP
- Deputy
- Director O&S
- Tech Team
- FMS Coordinator

Aviation Rockets & Missiles (ARM) Project Office

Pending Milestone “D”
Transition Execution Over Time

Office Staff

Deputy PEO for ASP
  - Deputy
  - Tech Team
  - FMS Coordinator

Business Mgt Div

PD
PD
PD
PD
PD
PD
PD
PD
TBD

Pending Milestone “D”
Milestone “D” Phased Process

**Phase I**
Pre-Milestone “D”

- **Determine Candidates**
  - Purpose
    - Allows PM an Opportunity to Provide a Reclama
    - Uses Criteria for Consideration
  - Criteria
    - % Program Budget Spent
    - Funding with Dollars by Year
    - Configuration MGMT/Production
    - % Fielded
    - Human Systems Integration
    - Operational Readiness, Support and Training
    - Chartered Product/Program Manager?

**Phase II**
Milestone “D”

- **Make a Decision**
  - Purpose
    - Provide Sufficient Information to the PEO to Determine if a Management Change is Beneficial
    - Determine if this Makes Sense for the Army

**Phase III**
Transition

- **To ASP**
  - Purpose
    - To Conduct Transfer of Information and Resources from Current Program Manager (PM) to Receiving PM
    - Transition of Data Products, Personnel and Resources

**Objective**
Increase Readiness

**Objective**
Increase Readiness

April 2005
Timeline

29 Oct 04

07 Feb

01 Dec

14 Jan 05

02 Mar

3-4 Qtr FY05

01 Mar

01 Oct 05

Establish Organizational Structure

Approve Org Structure

PEO TM - Town Hall - 18 Jan

Union Brief

Breakfast Club

Approve Key Positions

Interim Program Stand To

Milestone “D” Decision(s)

Dragon JTAGS TOW Javelin Stinger

Milestone “D” Continues

Official Organization Stand To

April 2005
Summary

• Organization Functionally Covers Unit Mission, Specified, and Implied Tasks
• Unit Funded by all Sources and Managed to Budget
• Initial O&O Demonstrates Robust Capability to Support Soldier and Army

“Any Soldier, Anywhere, All the Time”
Back Up
Life Cycle Management Concept
Guiding Principles

- We are Results Oriented and Warfighter Focused
- People are Paramount
- We Resolve Issues at the Appropriate Level
- Our Partnerships are Agile, Responsive, Streamlined
- We Emphasize Leadership Not Management
- Our Culture is Collaborative, Interdependent, and Based on Open Communication
- We Improve and Integrate Our Business Practices
- We Reduce Bureaucracy and Hierarchy
- We Align Responsibility, Authority, Funding, Evaluation and Compensation
- Integrated Teams are the Cornerstone of Our Organization
- Metrics will Focus on Improving Quality, Reducing Cost, Meeting Schedule, Balancing Risk, and Our Responsiveness to the Warfighter

Our Joint Product is Army Warfighting Capability
PM is the Total Life Cycle System Manager

- Program Management
- System Development
- System Acquisition
- Testing
- New Equipment Training
- Materiel Fielding
- Engineering
- Configuration Management
- System Engineering
- Air Worthiness
- Safety
- Quality
- Industrial Base Planning
- Technical Data Management

PM is “Trail-Boss”

- Supply Support (CL V, VII, IX)
- Maintenance Management
- Technical Publications
- Provisioning
- Depot Maintenance
- Packaging
- Transportation
- War Reserves
- Mobilization Planning
- Logistics Assistance
- Readiness
- Case Development
- Case Execution

Acquisition Planning • Contracting • Contracting Management
**Mission**

Provide the Soldier with Superior Technology and Logistic Support to Meet the Requirement for Close and Long Range Tactical Fires

**Concept**

- Provides a More Streamlined Organization with All PDs Reporting Directly to the Deputy for Acquisition and Sustainment.

- Two Divisions Which Provide Business and Sustainment Capabilities to Entire Organization and the PDs Specifically.

- Deputy Maintains Control of Technical and FMS Advisors to Ensure that Programs are Being Executed in Accordance with Sound Concepts and Meet the Requirements.
**Mission**
- Responsible for Cost Schedule and Performance of Assigned Weapon Systems
- Execute APB of Assigned Program(s)
- Resolve all Sustainment Issues

**Concept**
- Deputy for Acquisition and Sustainment Support Provides Resources and Missions, per Army Program Objectives, to Product Directors who Execute Budget, Contracts, Technical Direction, and Integrated Logistic Support to Execute the Life Cycle Management of their Assigned Program.
- Responsible Management Official for Assigned Program.
- Responsible to Meet the Requirements Described by the User.
- **The PD is the Problem Solver for all Assigned Program Issues (Single Belly Button).**

**Analogy**
- This is the Acquisition and Sustainment Programs PMs. These PMs have the Same Scope and Authority as Chartered PMs with the Addition of Sustainment Requirements Added.
O&S Division Description
(Mission and Concept)

Concept
Provides Essential Data Elements and Preliminary Analysis for all ASP Programs and all External Linkages.

- **Operations Branch**
  Provides the Day-to-Day Status and Monitoring of the Readiness of Fielded Systems. All Linkages to Both Field Organizations, Logistics Agencies, and Higher Headquarters.

- **Field Support Branch**
  Provides Direct Interface with Fielded Units to React to Immediate Needs. Provides the Coordination and Initial Contact for all ASP Interactions with Field Units.

- **Sustainment Support Branch**
  Provides Long-Term Sustainment and Analysis as Well as Common Functions and Specific Sustainment Support Programs.

Analogy
Operation Support is a Similar Concept to a G3 (Operations and Near-Term Planning). Sustainment Support is Like a G5 (Future Plans). Field Support Provides the Forward Support Function Analogous to an FSB.

**Mission**
- Provide Day-to-Day Status of System Readiness
- Provide Immediate System Support as Needed
- Plan and Analyze Current and Future Sustainment Needs
Business Division
(Mission and Concept)

**Mission**
- Provide all Business Functions for ASP
- Provide Direct Support to PDs in the Execution of their Assigned Programs
- Provide Daily Interface with PEO and HQDA on Acquisition Matters

**Concept**
Provides Day-to-Day Capabilities, Expertise, and Execution for PDs to Conduct their Assigned Weapon Systems Management Requirements. Provides all Business Functions for all ASP.

- **Operations**
  Provides for all the Daily Interface on all Budget Matters, Other Taskers, and Acquisition Reporting Requirements.

- **Contracts**
  Provides for all Contract Management and Execution Necessary for PDs and/or any Other ASP Needs.

- **Cost Analysis**
  Provides Cost Analysis Support for all Programs and Sustainment Requirements.

- **Budget Execution**
  Provides for Execution of Current Funds in Support of MIPA, RDTE, OMA, SSTS, AWCF, Direct Cite, and Reimbursable in Support of PDs and Other Organizational Elements.

**Analogy**
The Business Division has Almost 100% Commonality with Current PM Business Divisions with the Addition of Sustainment Fund Management.
Estimated Funding Sources and Allocations

- **Office Staff**
  - Deputy PEO for ASP
    - Business Mgt Div
      - Deputy
        - Tech Team
          - $ $ $
        - FMS Coordinator
          - $
      - Director Operations & Sustainment
        - Operations
          - $ $ $
        - Field Support
          - $ $ $ $
        - Support / Sustainment
          - $ $ $ $ $