

Report
in Response to
Section 816
of the
Strom Thurmond
National Defense Authorization Act
for Fiscal Year 1999

*Pilot Programs for Testing Program Manager Performance of
Product Support Oversight Responsibilities for Life Cycle of
Acquisition Programs*

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F-16 Fighting Falcon

Program Description

The F-16 Multimission Fighter is a single engine, lightweight, high performance aircraft with the newest block of aircraft powered by a 29,000 pound thrust class augmented turbofan Increased Performance Engine (IPE). It is a tactical fighter aircraft with an air-to-air and air-to-surface, multi-role capability that can be deployed from the continental US to any possible trouble area of the world with minimum en route support and with high reliability and simplified maintenance procedures to assure successful operation under austere conditions. The F-16 Program is part of the continuing mobilization of US tactical fighters to reverse the upward trend in higher total investment and operating and support costs. The F-16 provides a modern, low cost addition to both active and reserve tactical fighter forces. The F-16 is employed in a complementary role to the F-15 in counter air missions, and to supplement the surface attack capabilities of the F-15E, F-117, and A-10.

Specific Management Actions (Not In Priority Order) To Ensure Program Manager (PM) Has Oversight Responsibility

- Improve program funding stability.
- Improve and automate cost reporting systems to provide more detailed and increased funding visibility.
- Improve cooperative decision making between operational, sustainment, and PM community on efficient and effective resource application.
- Increase PM involvement in modification planning and prioritization.
- Allow PM to optimize program funding by matching to execution schedules.
- Provide PM with greater influence over the Source of Repair Assignment Process.
- Empower the PM to enter into total system performance agreements with the warfighter for his weapon system.
- Establish policy and procedures to allow re-investment of savings.

Aviation Support Equipment (ASE)

Program Description

The Aviation Support Equipment Program Office, PMA-260, is responsible for providing common, affordable, cost effective aviation support equipment for Naval Aviation Organizational (O-level) and Intermediate (I-level) maintenance activities. PMA-260 is responsible for 1,064 different types of equipment, comprising an active inventory in excess of 100,000 total different line items valued at \$10B. Currently, PMA-260 has 215 active programs (programs receiving some level of R&D, Procurement, or O&M,N funding). Because of the far-reaching nature of PMA-260's responsibilities, this program office has the ability to dramatically affect the Operations and Support costs of every aircraft in Naval Aviation's inventory. While all of Aviation Support Equipment will be covered under PMA-260's Total Ownership Cost (TOC) plan, the largest single contributor to reducing Support Equipment ownership costs is the Consolidated Automated Support System (CASS).

The CASS program is chartered to replace the Navy's inventory of 24 different types of computer based Automatic Test Equipment (ATE) with one modern, cost effective family of testers. The complete fielding of CASS leading to the reduction of legacy testers in the fleet (and the associated costs of legacy tester training, spares, maintenance publications, manpower, and field support) will provide Naval Aviation with cost avoidance/savings in excess of \$1B. CASS composed of primarily commercial off-the-shelf (COTS) and non-developmental items (NDI) hardware, supports I-level and depot level repair of aircraft, surface, and other weapons systems electronics. The system repairs over 600 different assets and after the complete offload of legacy test benches from carriers and shore-based I-levels, will support a workload in excess of 2,300 different black boxes and circuit cards.

This state of the art tester supports assets from the current and planned Naval Aviation inventory of aircraft, as follows: F/A-18 (all variants), EA-6B, S-3, F-14 (all variants), H-60, H-3, C-2, E2-C, and V-22. Because of its versatility, the National Oceanographic and Atmospheric Administration (NOAA) for testing the NEXRAD radar system employ CASS. The Navy's Regional Maintenance Board is considering additional opportunities for CASS across other (surface) systems.

Specific Management Actions (Not In Priority Order) To Ensure Program Manager (PM) Has Oversight Responsibility

- Provide PM more detailed and increased visibility of overall Operations and Support (O&S) funding.
- Require PM to develop O&S baseline and objectives and monitor progress.
- Prioritize Operations & Maintenance funds by weapon system.
- Transfer control of appropriate O&S funding to the PM.
- Provide investment funds to the PM to reduce life cycle costs consistent with Service priorities.

- Improve program funding stability consistent with Service priorities.
- Require PM to enter into agreement with warfighter.
- Consider PM retention of a portion of savings along with other incentive mechanisms for re-investment consistent with Service priorities.

B-1B Lancer

Program Description

In the January 1992 publication of The Bomber Roadmap, the Secretary of the Air Force designated the B-1B as the backbone of the bomber force. In the August 1992 Mission Need Statement and the April 1993 Operational Requirements Document, HQ ACC specified the need for an improved conventional mission capability on the B-1B. This will primarily be accomplished via the Conventional Mission Upgrade Program (CMUP).

The upgrade will enhance the capability of the B-1B to perform near precision attacks against all but heavily defended targets deep in enemy airspace during conventional operations. The requirement is satisfied with a material solution to provide the B-1B with improved lethality through the integration of near precision conventional weapons such as the Joint Direct Attack Munition (JDAM). As part of the advanced munitions integration, implementation of MIL-STD-1760 electrical interconnect system, communication upgrades and the Global Positioning System (GPS) is included. The upgrade is a modification program integrating predominantly non-developmental items to enhance aircraft conventional mission capabilities.

Specific Management Actions (Not In Priority Order) To Ensure Program Manager (PM) Has Oversight Responsibility

- Improve program funding stability.
- Improve and automate cost reporting systems to provide more detailed and increased funding visibility.
- Improve cooperative decision making between operational, sustainment, and PM community on efficient and effective resource application.
- Increase PM involvement in modification planning and prioritization.
- Allow PM to optimize program funding by matching to execution schedules.
- Provide PM with greater influence over the Source of Repair Assignment Process.
- Empower the PM to enter into total system performance agreements with the warfighter for his weapon system.
- Establish policy and procedures to allow re-investment of savings.

M-1 Abrams

Program Description

The Abrams tank provides heavy armor superiority on the battlefield. The Abrams program is unique in that it has products throughout its life cycle: M1A2 SEP in R&D; M1A2 in production, M1A1 in sustainment; and M1 in upgrade/disposal. The Abrams AGT 1500 Engine and its Mean Time Between Failure (MTBF), is an operational concern and a major Operations and Support (O&S) cost driver for the Army.

Specific Management Actions (Not In Priority Order) To Ensure Program Manager (PM) Has Oversight Responsibility

- Provide PM more detailed and increased visibility of overall O&S funding.
- Transfer control of appropriate O&S funding to the PM.
- Improve program funding stability.
- Integrate new product support processes with customer/ warfighter requirements.
- Reengineer Working Capital Fund (WCF) to support a product management focus.
- Place PM Abrams in charge of the Abrams Integrated Management (AIM) XXI program. Transfer Army WCF for Abrams turbine engine reparable to the PM.
- Consolidate other customer resources under the PM.
- Augment contractor logistics support with traditional logistics support.

Advanced Field Artillery Tactical Data System (AFATDS)

Program Description

AFATDS is a heavily software oriented, multi-service, weapon system that serves as the digitized Force XXI baseline Fire Support (FS) Command and Control (C2) System for the Army and USMC from Firing Platoons through Echelons Above Corps (EAC). It automates, coordinates, and integrates Air, Land, and Sea-based fires optimizing FS solutions based on Commander's guidance and all available FS assets. As the essential fire support C2 node, AFATDS will provide full Army Battle Command System (ABCS) horizontal First Digitized Division (FDD) capabilities with enhanced survivability and Continuity of Operations (CONOPS) for the Joint Force Commander.

Specific Management Actions (Not In Priority Order) To Ensure Program Manager (PM) Has Oversight Responsibility

- Place control of Army Legacy FS C2 Systems and related assets under PM.
- Place oversight of Army Tech Base FS C2 Initiatives under PM.
- Transfer control of appropriate FS C2 Operations and Support (O&S) funding to the PM.
- Reengineer Working Capital Fund (WCF) to support a product management focus.
- Provide PM more detailed and increased visibility of overall FS C2 O&S funding.
- Improve program funding stability.
- Place responsibility for Army FS C2 Operational Requirements under one User Entity in the Training and Doctrine Command (TRADOC).
- Provide PM more detailed and increased visibility into customer/warfighter FS-related initiatives.
- Allow PM to retain a portion of savings for re-investment in other savings programs.

C/KC-135 Stratolifter/Stratotanker

Program Description

The C/KC-135 fleet is comprised of approximately 590 aircraft operated by 8 MAJCOMs and NASA at 38 different locations around the world. Aerial refueling aircraft comprise the majority of the fleet, however, there are more than 20 unique series of -135 aircraft, including reconnaissance, VIP transport, and observation platforms. All active duty tanker units, as well as many Air National Guard (ANG) and Air Force Reserve Command (AFRC) units, operate the KC-135R version. The KC-135R is characterized by increased fuel off-load capability, improved fuel efficiency, enhanced takeoff performance, and reduced environmental impact compared to the KC-135A and KC-135E aircraft from which they were modified. In recent years, the KC-135 fleet has picked up an ever-increasing role transporting cargo, in addition to its air refueling duties.

Specific Management Actions (Not In Priority Order) To Ensure Program Manager (PM) Has Oversight Responsibility

- Improve program funding stability.
- Improve and automate cost reporting systems to provide more detailed and increased funding visibility.
- Improve cooperative decision making between operational, sustainment, and PM community on efficient and effective resource application.
- Increase PM involvement in modification planning and prioritization.
- Allow PM to optimize program funding by matching to execution schedules.
- Provide PM with greater influence over the Source of Repair Assignment Process.
- Empower the PM to enter into total system performance agreements with the warfighter for his weapon system.
- Establish policy and procedures to allow re-investment of savings.

C-5 Galaxy

Program Description

The C-5 aircraft is a multi-engine turbofan aircraft designed to airlift substantial payloads, including outsize combat equipment, over intercontinental ranges with or without refueling, thereby providing rapid inter-theater deployment of combat forces. The C-5A, B, and C aircraft are operated by four major commands: Air Mobility Command (AMC); Air Force Reserve Command (AFRC); Air National Guard (ANG); and Air Education and Training Command (AETC). AMC is the lead command for the C-5. Several airlift requirements studies have indicated that additional airlift is needed for rapid inter-theater deployment of combat forces and equipment to support national strategy goals and to meet the flexible and demanding mobility requirements of today's modern armed forces.

Specific Management Actions (Not In Priority Order) To Ensure Program Manager (PM) Has Oversight Responsibility

- Improve program funding stability.
- Improve and automate cost reporting systems to provide more detailed and increased funding visibility.
- Improve cooperative decision making between operational, sustainment, and PM community on efficient and effective resource application.
- Increase PM involvement in modification planning and prioritization.
- Allow PM to optimize program funding by matching to execution schedules.
- Provide PM with greater influence over the Source of Repair Assignment Process.
- Empower the PM to enter into total system performance agreements with the warfighter for his weapon system.
- Establish policy and procedures to allow re-investment of savings.

Navy H-60 Series

Program Description

SH-60B - The Light Airborne Multi-Purpose System's (LAMPS MK III) primary mission is Anti-Submarine Warfare (ASW) and Anti-Surface Warfare (ASUW) with the secondary mission of the aircraft including: Search & Rescue (SAR); Medical Evacuation (MEDEVAC); Vertical Replenishment (VERTREP), and Communication Relays (COMREL). The aircraft provides a remote platform for deployment of sonobuoys and torpedoes, processes acoustic and Magnetic Anomaly Detection (MAD) sensor information and Electronic Warfare Support Measures.

SH-60F - The CV Inner Zone Anti-Submarine Warfare (ASW) Helicopter provides CVBG with quick reaction Inner Zone ASW protection. The SH-60F is equipped with the AQS-13F dipping sonar to assist in the primary mission of ASW. Other missions for the SH-60F include Anti-Surface Warfare; Command, Control and Communications; Fleet Support Operations such as plane guard, MEDEVAC, and SAR; logistics support and surveillance.

HH-60H - The HH-60H provides the CVBG with organic Combat Search and Rescue (CSAR) and Special Warfare Support capabilities. Other mission requirements for the aircraft include SAR and VERTREP of material and personnel transfers within the battlegroup.

SH-60R - The SH-60R provides a significant enhancement to the SH-60B/F primary mission areas of Under Sea Warfare (USW), Anti-Surface Warfare (ASUW), and Area Surveillance/Combat ID. The aircraft incorporates Airborne Low Frequency Sonar (ALFS), increases sonobuoy processing, and acoustic signal post-processing capabilities. This upgrade brings advances in active sonars and acoustic processing; improved radar detection and imaging; expanded surveillance capability, weapons flexibility and command and control capabilities to the organic battlegroup.

CH-60S - The Helicopter Combat Support (HC) mission is to maintain the forward deployed fleet sustainability through rapid airborne delivery of materials and personnel and to support amphibious operations through search and rescue coverage. The primary roles of the aircraft are to conduct VERTREP; internal transport of passengers and cargo, vertical on board delivery (VOD); airhead operations, and day/night SAR and CSAR. The aircraft's secondary roles include torpedo and drone recovery, noncombatant evacuation operations (NEO), SEAL and Underwater Demolition Team (UDT) support. In addition, there is currently an on-going effort to determine the feasibility of performing Airborne Mine Counter Measures using the CH-60S. A proof of concept tow test will take place in the fourth quarter of FY99.

Specific Management Actions (Not In Priority Order) To Ensure Program Manager (PM) Has Oversight Responsibility

- Provide PM more detailed and increased visibility of overall Operations and Support (O&S) funding.

- Require PM to develop O&S baseline and objectives and monitor progress.
- Prioritize Operations & Maintenance funds by weapon system.
- Transfer control of appropriate O&S funding to the PM.
- Provide investment funds to the PM to reduce life cycle costs consistent with Service priorities.
- Improve program funding stability consistent with Service priorities.
- Require PM to enter into agreement with warfighter.
- Consider PM retention of a portion of savings along with other incentive mechanisms for re-investment consistent with Service priorities.

Standoff Land Attack Missile - Expanded Response (SLAM-ER)

Program Description

Standoff Land Attack Missile - Expanded Response (SLAM-ER) is an upgrade to the SLAM missile. SLAM, the Navy's first Global Positioning System (GPS) guided weapon, was first used in 1991 during Operation Desert Storm. The SLAM-ER addresses the Navy's requirements for a precision-guided Standoff Outside of Area Defense weapon. Utilizing video imagery from the seeker that is passed to the pilot via the AN/AWW-13 data link pod, SLAM-ER's Man-in-the-Loop (MITL) control allows precision strike of fixed land targets from ranges in excess of 150 NM. SLAM-ER, in combination with the F/A-18 and AWW-13, brings the capability to attack ships underway in congested waters and relocated mobile land targets.

The SLAM-ER program has just completed a highly successful Development Test and combined Development Test/Operational Test program in which eight-of-eight missiles properly flew and hit their targets. Operational Evaluation (OPEVAL) is ongoing and is expected to be completed in early 1999. SLAM-ER started low rate initial production in December 1996. A Milestone III decision is expected in mid-FY99 with fleet initial operational capability (IOC) following shortly thereafter.

The upgrade to the SLAM-ER combines the proven abilities of a MITL system with the promising capabilities of Automatic Target Acquisition (ATA). ATA capability will automate and improve target acquisition in cluttered scenes; overcome most counter measures and environmentally degraded conditions. The upgrade to SLAM-ER started low rate initial production in July 1998 and is schedule for fleet IOC in 2000.

Specific Management Actions (Not In Priority Order) To Ensure Program Manager (PM) Has Oversight Responsibility

- Provide PM more detailed and increased visibility of overall Operations and Support (O&S) funding.
- Require PM to develop O&S baseline and objectives and monitor progress.
- Transfer control of appropriate O&S funding to the PM.
- Provide investment funds to the PM to reduce life cycle costs consistent with Service priorities.
- Allow PM to use broad contracting guidelines.
- Improve program funding stability consistent with Service priorities.
- Require PM to enter into agreement with warfighter.
- Consider PM retention of a portion of savings along with other incentive mechanisms for re-investment consistent with Service priorities.

AH-64 Apache

Program Description

The AH-64 Apache attack helicopter's mission is to conduct rear, close, and deep operations; deep precision strike; and provide armed reconnaissance and security when required in day, night, and adverse weather conditions. Apache Prime Vendor Support (PVS) is a comprehensive approach to provide wholesale logistics support, which includes depot maintenance as well as supply support, for the entire Apache weapon system. The objective is to reduce the overall Army support cost, improve parts availability, maintain aircraft readiness, and provide funds for modernization.

Specific Management Actions (Not In Priority Order) To Ensure Program Manager (PM) Has Oversight Responsibility

- Provide PM more detailed and increased visibility of overall Operations and Support (O&S) funding.
- Transfer control of appropriate O&S funding to the PM.
- Provide investment funds to the PM to reduce life-cycle costs.
- Improve program funding stability.
- Integrate new product support processes with customer/ warfighter requirements.
- Reengineer Working Capital Fund (WCF) to support a product management focus.
- Implement the Apache PVS program.
- Include Corpus Christi Army Depot (CCAD) as a Government Furnished Service.
- Allow the PM to retain a portion of savings for re-investment in other savings programs.