Streamlined LCSP Questions

These responses apply to ACAT I D programs unless specifically noted.

Content Related Questions

C-1. Is the format contained in the LCSP Outline mandatory? How much flexibility does my program or Service have in format and structure?

The outline as well as the indicated tables and figures are mandatory. Paragraphs, sections, figures and tables (including additional columns) can be **added** as required to convey the program plan. The objective is to ensure the entire program team and the organizations that will be sustaining the program understand the plan and their role in achieving affordable operational effectiveness.

C-2. My program is unique because the 90% of the program is COTS and we are starting at MS C. How do I handle the fact that much of the outline contains information that is not available or appropriate for my program?

The outline is structured towards a typical program across its entire life cycle consequently there are often instances where a specific section is not required or limited information is available. In those cases the easiest approach is note that the section is "Not Applicable" and provide the justification.

C-3. The logistics elements are gone from the LCSP. They are the major elements of my product support strategy, what happened?

They are not gone but the details are now addressed in the LCSP Annexes as specified by the Services. The information required on each element is unique enough it was decided to let the Services tailor the Product Support Element content required in the LCSP. How the Product Support Elements will be determined, integrated, acquired, status of their funding is included in the LCSP itself.

C-4. I keep seeing three different types of concepts mentioned, sustainment, maintenance and support. Are they the same or what is their relationship?

It depends on the unique Service conventions. The convention used in the LCSP and Defense Acquisition Guide is that sustainment is the overarching term which includes maintenance (e.g. levels of repair) and support (e.g. other elements of the supply chain like transportations, supply functions, etc.)

C-5. What funding must be included in the LCSP funding section?

The LCSP must address the product support specific funding for which the PM is responsible for ensuring are included in the Service's budgets (e.g. RDT&E, procurement MILCON and any O&M funding provided to the PM). The LCSP should address all program life-cycle/O&S costs, regardless of funding source or management control.

While the focus is on ensuring a program is fully funded across the program budget, to fully implement affordable operational effectiveness, the PM must be **aware** of the impact of program decisions on the life cycle costs, even the funds not under the PM's budget responsibilities.

C-6. **The LCSP is requiring a lot of information, more than we have ever provided before. I keep hearing we are streamlining but this seems to fly in the face of the streamlining concept. Is OSD expecting a large document?**

No. The theme behind the LCSP outline and mandated information was to get the programs to "Think not write". Conveying meaningful information/content, not size is the true measure of success. The tables and figures are used to help ensure critical product support aspects are addressed. As the old saying goes, a picture is worth a thousand words.

The LCSP outline was designed specifically to provide the minimum information needed to deliver a product support package to achieve the sustainment requirements. Flexibility is provided to add content to address Service and program specific requirements.

Product support is a very complex discipline and not all aspects are expected to be included in the LCSP. It is intended to be the PM's overarching product support plan for all the communities and the LCSP can be supported by various other documents tailored to specific communities. The LCSP should contain an overview of the other related documents containing more depth where it makes sense. In those cases only the executive summaries of the other documents need to be included in the LCSP. Details do not need to be included as long as there is a direct link/reference and the documents stay consistent.

C-7. **Should the LCSP contain a lot of program history?**

No. The LCSP should focus on the path ahead to achieve affordable operational readiness to the extent it is known. Key decisions since the last submittal along with the rationale should be documented especially those that changed the strategy. The LCSP is structured so that sustainment, cost drivers and assumptions that impact sustainment can be tracked across the life-cycle.

Process Related Questions

P-1.   When will the new LCSP format be effective?

Immediately. Per PDUSD(AT&L) memo, 9/14/2011, "I am directing the following actions for the LCSP:… The LCSP will be streamlined consistent with the attached annotated outline…. These actions constitute expected business practice and are effective immediately."

P-2.   When is the LCSP required for a new programs?

A LCSP is required for milestone A and all subsequent milestone reviews (including the Full Rate Production Decision) at a minimum.

P-3.   My program is just beginning at milestone A and very little is known about its design let alone the product support strategy. How can I generate an LCSP this early and why would I want to when so little is known?

The LCSP evolves over time and even at program inception a notional sustainment plan is required to perform the initial Life Cycle Cost analyses. The focus of early development should be on capturing what is known, however scant it may be, and defining the plan for increasing that basis of knowledge. Consequently, the PM must begin to identify sustainment opportunities, risks, and mitigation plans at program inception.   Levels of detail, indenture and refinements to the system sustainment strategy are added over time.

An early plan is critical since many of the major system design and architecture trades which determine a majority of a program's Life Cycle Costs are conducted prior to PDR. Consequently opportunities to design out sustainment related actions or design in capabilities to make the system easier to support and therefore more operationally suitable are lost or severely limited if not addressed prior to MS B. In reality, sustainment planning is conducted across the entire life-cycle and is not really complete until system disposal. Just as the system's design matures from PDR to CDR, the sustainment related information and plans also mature across the life-cycle. Even at the FRP Decision and beyond, sustainment plans change as a result of operational test & evaluation, operational experience, supply chain performance, DMSMS, obsolescence, modifications and upgrades, etc.

P-4.   How often and under what circumstances should I review and/or update my LCSP?

When a program makes a significant change to its product support strategy, it must also update the LCSP. The LCSP must be updated before each major program review (including milestone reviews and the FRP Decision), after major design reviews (as needed) and when needed for any Post-IOC Sustainment Reviews. Based on Sec. 805, a product support BCA update is required at the very least every five years. The LCSP

must be updated in concert with BCA to capture changes in the sustainment or operational strategy including when:

- Subsequent program increments are approved and funded to reflect how the support strategy will evolve to support multiple configurations.
- Significant changes are required to the product support package to achieve the sustainment metrics.

P-5. **What is the approval process for a LCSP? Is it the same if I work on a joint program?**

This will be specified by the respective Services. However, to help ensure an integrated team approach, the LCSP must be approved by the Program Manager, Product Support Manager, Contracting Officer, lead financial analyst and lead engineer as it moves up the approval chain. The LCSP must be concurred with by the program milestone decision authority and senior Service logistician at each milestone and FRP decision in conjunction with the Acquisition Strategy approval process.

Updates to the LCSP for ACAT ID programs after the FRP decision should be approved by the CAE, in coordination with the Deputy Assistant Secretary of Defense (Materiel Readiness). As long as there are no major changes to the sustainment strategy between or after milestone reviews, the DoD Components decide the approval level for updates to the LCSP. Typically this would be the senior logistician in the acquisition command/PEO or sustainment command.

The approval process should be the same for joint programs but more coordination may be required for programs requiring OSD approval.

P-6. **Are LCSPs required for ACAT II and III programs?**

LCSPs are required for all programs. The depth required to be included in the LCSP is left up to the Services for these programs.

P-7. **Who is responsible for writing the LCSP? Will that be the Product Support Manager (PSM)? If so, who would that be if my ACAT II or III program does not have a PSM assigned?**

The Program Manager is responsible for the content and preparation of the LCSP because it documents the PM's plan for formulating, implementing and executing the sustainment strategy. In programs with a separate PSM, the PSM shall oversee the day-to-day development, refinement, and execution of the LCSP.

Related Document Questions

R-1. **Are Life Cycle Management Plans (LCMP), Acquisition Logistics Support Plan (ALSP), Integrated Logistics Support Plan (ILSP), or some other similarly titled logistics, support or sustainment plan considered to fulfill the requirement for a LCSP?**

For ACAT ID programs, these documents do not satisfy the LCSP requirement. They do, however, provide useful information in developing the LCSP. Services must determine how these documents migrate to the LCSP for lower ACAT programs.

R-2. **Do I need to write a new LCSP if my legacy program already has a similar older document with another name?**

Yes a standalone LCSP is required. It is the Services' prerogative for how LCSP implementation occurs for programs no longer in the acquisition process. In point of fact, some type of plan is needed whenever a program changes (e.g. because of modification or evolving user's requirements) even if it is an abbreviated plan. Change is even more likely in today's environment because the focus is on performance and continuous process improvement initiatives to reduce ownership costs.

Legacy programs need to be updated because during the operations and support phase the LCSP focus is less on fielding the product support package, the typical LCSP focus, and more on how the program is adjusting based on performance. This is because the key element of performance based product support is that the PM is using a balanced set of sustainment metrics across the entire supply chain and adjusting the program to achieve affordable readiness. Currently very few legacy systems have formal programs using analytical tools where the PM uses performance metrics (either formal JCIDS requirements or metrics the program has established) to determine logistics resource requirements and adjust performance of either the product support package or various elements within the supply chain.

R-3. **The LCSP requires information from documents in which the logistics community is not really involved. Aren't you requiring the LCSP to duplicate information already contained in such documents as the Acquisition Strategy, TEMP, SEP?**

The amount of LCSP content overlap is up to the program and should be determined by the amount of information required to ensure sustainment is integrated and aligned with other program functional documents.

R-4. **Are the LCSP and Replaced System Sustainment Plan (RSSP) the same and if not what is their relationship?**

No, they are related but not the same. The LCSP is a PM responsibility. The RSSP is a Service responsibility and requires coordination across at least two programs. The RSSP focuses on how the legacy (replaced) system(s) is kept relevant and funded until the new system takes over specific pre-defined war fighting capabilities. However, the

legacy/replaced system LCSP is useful to the Service as source data (including funding requirements) for the Replaced System Sustainment Plan.