



DEPARTMENT OF THE NAVY
COMMANDER
NAVY REGIONAL MAINTENANCE CENTER
9170 SECOND STREET, SUITE 245
NORFOLK, VA 23511-2325

CNRMCIINST 4790.10
Code 300
2 Apr 13

CNRMCI INSTRUCTION 4790.10

From: Commander, Navy Regional Maintenance Center

Subj: SURFACE SHIP AVAILABILITY RISK ASSESSMENT

Ref: (a) COMUSFLTFORCOMINST 4790.3, Joint Fleet Maintenance Manual (JFMM)
(b) NAVSEAINST 4790.28, Risk Management for U.S. Naval Ship Maintenance Availabilities
(c) COMNAVSURFPACINST/COMNAVSURFLANTINST 4700.1A/
CNRMCIINST 4700.7, Total Ships Readiness Assessment (TSRA)
(d) COMNAVSURFPACINST 3502.3/COMNAVSURFLANTINST 3502.3, Surface Forces Readiness Manual (SFRM)
(e) Navy Modernization Process Management and Operations Manual (NMPMOM) (SL720-AA-MAN-030), Revision 3 of 21 Jan 10
(f) CNRMCIINST 4710.1A, Requirements for Reporting Readiness to Start and Completion of CNO Scheduled Ship Maintenance Availabilities
(g) CNRMC letter 5400 Ser C100/049 of 21 Feb 13, Manning of Project Teams

Encl: (1) Availability Risk Assessment Letter Template
(2) Key Actions to support risk assessment (A-360 through A-180)
(3) Key Actions to support risk assessment (A-180 through A-120)
(4) Maintenance Team/Project Team Assignments

1. Purpose. This instruction standardizes the management and communication of risk to maintenance availabilities per references (a) through (g).

2. Cancellation. CNRMC letter 4790 Ser C211/163 dated 21 Dec 11.

3. Scope. All surface ship CNO availabilities.

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4. Background. Per reference (b), many issues contribute to the late completion of ship maintenance availabilities. Most are recognized at some level within the Project Team (PT) but not effectively communicated to leadership. Risk Management and the associated Risk Letter, is a proactive, continuous process that addresses events or conditions before they negatively impact key availability planning and execution milestones.

5. Action

a. All Maintenance Team (MT)/Project Team (PT) members will understand, support and incorporate the Risk Management process and associated activities into all aspects of availability planning and execution per references (a) and (b).

b. RMC/NSA Commanders will establish RMC/NSA Risk Manager responsibilities within the Waterfront Operations Department. Reference (b) provides additional detail on responsibilities and requirements of a Risk Manager.

c. The RMC/NSA Risk Manager and MT/PT will assess and report critical factors regarding risk to the assigned availability per reference (b). Enclosures (1) through (3) are provided to support that effort and guide the initial assessment of risk.

d. The RMC/NSA Commander will sign and approve availability risk assessment letters. Each letter will be submitted to CNRMC for review and endorsement no later than 10 days after the A-180 and A-120 milestones. This correspondence will complement Surface Maintenance Engineering Planning and Procurement Activity (SURFMEPP) Fleet Readiness Plan Maintenance Cycle Work Package Turnover Letter (A-360), Integrated Project Team Development (IPTD) events and TYCOM/PEO Modernization Risk Assessment at A-150. Info addresses are provided in enclosure (1) and at a minimum will include: SURFMEPP, ship's Commanding Officer, ship's ISIC, TYCOM, Participating Acquisition Resource Manager (PARM), Ship's Program Manager (SPM) and NAVSEA 04/05, Inter-Service Engineering Agent (ISEA), SEA21, Fleet N43, Space and Naval Warfare Systems Command Functional Requirements Description (SPAWARSYSCOM FRD), Program Executive Office Integrated Warfare Systems (PEO IWS), Program Executive Office Computers and Intelligence (PEO C4I), Program Executive Officer Littoral and Mine Warfare (PEO LMW), Program Manager, Ships (PMS 400F), Program Manager, Ships (PMS 470) and Naval Cyber Forces Command (CYBERFORCOM). In addition to hard copy delivery of risk assessments to CNRMC, electronic copies will be emailed to

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respective CNRMC Code 300 Regional Maintenance Manager within three days of risk assessment release.

e. Once the availability begins, risk will be routinely assessed and updated through the CNRMC Operations Quick Look (OQL), weekly Commanding Officer SITREPS, ST1 Common Operating Picture (COP) and monthly Flag Level Review (FLR) events. An aggressive plan is underway to consolidate those reports to reduce the administrative workload on RMCs/NSAs.

f. Within seven (7) days of receipt via electronic email or mail arrival, CNRMC endorsement to the risk assessment letter will be submitted to TYCOM.

6. Availability Risk Assessment Requirements and Procedure.

The risk assessment will align with and be supported by the results of the Total Ship's Readiness Assessment (TSRA), SURFMEPP Baseline Availability Work Package (BAWP), the Availability Work Package (AWP), all Integrated Project Team Development (IPTD) events and the deferral process.

a. By A-360, SURFMEPP and SEA 21 Ship's Program Manager (SPM) will assess areas of risk and generate a current budget and scheduled controls by reviewing the following:

- (1) BAWP
- (2) Preliminary AWP
- (3) BAWP deferral letter(s)
- (4) SPM and TYCOM modernization letters of authorization (LOA)

b. At A-180 (after 50% package lock), the RMC/NSA Risk Manager will conduct a risk assessment and utilizing enclosure (2) and the following:

- (1) Current Proposed AWP
- (2) Latest TYCOM and SURFMEPP deferral letters
- (3) NAVSEA 05 Life Cycle Maintenance (LCM) disposition letter.
- (4) Complete enclosure (4)

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c. No later than 10 days after A-180 and A-120, the RMC/LMA will issue a Risk Letter in format outline in enclosure (1).

(1) The Risk Letter must contain completed action items in enclosure (2) and a risk assessment of "**High, Medium or Low**" of the following categories:

(a) Budget

(b) Schedule

(c) Resources: Manpower/Fiscal

(d) RMC/NSA Capability/Capacity (Based upon the requirements identified in reference (g))

(e) Contractor Capability/Capacity. (Include work items MT intends to broker to IDIQ contracts and other government agencies.)

(f) Modernization alterations

(2) A Risk Management documentation tool is available on CNRMC SharePoint portal <https://www.portal.navy.mil/crmc/Risk%20Letters/Forms/AllItems.aspx> to assist the Risk Managers in generating, documenting and tracking risk.

d. At A-120, the RMC/NSA Risk Manager will update the A-180 letter by:

(1) Conducting a detailed review of availability planning per paragraph 6.b. utilizing enclosure (3) checklist.

(2) Confirming that AWRs contained in the 50% lock work package remain in the package at 80% lock. The detailed AWR listing in the 50% lock will be included as an enclosure.

(3) Including a list of all SPM authorized alterations and all currently planned but not authorized (PNA) alterations.

e. At A-30, the Risk Manager will review the previously identified risks and include mitigations as part of the Ready to Start brief and message per reference (f).

f. During availability execution, the RMC/LMA Commander's Endorsement of the Ship Commanding Officer's weekly SITREP to TYCOM will include assessments of risk (High/Medium/Low) in the

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NSA comments section. That endorsement will include comments on the path to successful completion of critical path/controlling and milestones.

7. CNRMC point of contact is Mr. Bill Walsh, Director of Operations, 757-443-2650 x4320, William.a.walsh@navy.mil.


DAVID J GALE

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DEPARTMENT OF THE NAVY

PUGET SOUND NAVAL SHIPYARD
 AND INTERMEDIATE MAINTENANCE FACILITY
 1400 FARRAGUT AVENUE
 BREMERTON, WASHINGTON 98314-5001

4700

Ser xxx/###

Date

From: Commander, (NSA)
 To: Commander, Navy Regional Maintenance Center

Subj: PRELIMINARY ASSESSMENT OF AVAILABILITY RISK FOR USS
 (SHIP) (HULL #) FYXX (AVAILABILITY TYPE)

Ref: (a) NAVSEAINST 4790.28, Risk Management for U.S. Naval
 Ship Maintenance Availabilities
 (b) CNRMCINST 4790.10, Surface Ship Availability Risk
 Assessment
 (c) PMS400F/PMS 470 (letter- Ship/Availability specific)
 Fleet Modernization Program Authorized Ship Changes
 (d) SURFMEPP (letter Ship/Availability specific) FRP BAWP
 Turnover Letter (A-360)
 (e) COMNAVSEA (letter- Ship/Availability specific) Fleet
 Readiness Business Plan Maintenance Cycle Baseline/
 Availability Work Package Change Deferral Request/
 Notification Letter One (A-240)
 (f) COMNAVSEA (letter- Ship/Availability specific) Fleet
 Readiness Business Plan Maintenance Cycle Baseline/
 Availability Work Package Change Deferral Request/
 Notification Letter Two (A-120)
 (g) Surface TYCOM (letter- Ship/Availability specific)
 100% Lock Letter (A-99)
 (h) FY(xx) RMC Execution Agreement, (or equivalent RMC
 workload agreement delineating Planned/programmed RMC
 workload in MDs over calendar days)
 (i) Surface TYCOM Maintenance and Modernization Business
 Plan (approved or notional)

Encl: (1) Table of Required Planning Action Items/Enclosures
 (2) Technical Adjudication of Work Package
 (3) Additional enclosures as required

1. Availability Risk Assessment. The (NSA) considers this
 availability a **(HIGH/MEDIUM/LOW)** risk, due to (state reasons).
 (Add additional supporting rationale, as needed.)

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Enclosure (1)

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Subj: PRELIMINARY ASSESSMENT OF AVAILABILITY RISK FOR
USS (SHIP) (HULL #) FYXX (AVAILABILITY TYPE)

2. Purpose. As required by references (a) and (b), this letter contains an evaluation of the availability execution risks associated with USS(Ship) FY(XX) (Availability Type) scheduled for (start date) through (end date). (Region)Regional Maintenance Center is the Naval Supervising Activity (NSA). (Name of maintenance activity) is the Lead Maintenance Activity. The current anticipated cost of the availability is \$30M (\$25M in Type Commander funds and \$5M for NAVSEA 21 funds for S/A 423K and S/A 468). All action items have been completed per enclosure (2) of reference (b).

3. Background. This (AVAILABILITY TYPE) will be the final docking for the USS (SHIP) (HULL #) prior to the ship's decommissioning in FYXX. Through various assessments and inspections and the previous FY10 SRA, the need for major structural repairs has been identified. As part of the planning for this availability, the NSA Assistant Chief Engineer (Code 242) technically adjudicated the base work package evaluating each repair job. In enclosure (1), the jobs are prioritized and branded. Of the 177 jobs, 157 are critical on-dock required jobs. The remaining 20 can be done pierside, however, they remain critical to continued ship's operations. The cost of doing these jobs also increases when done outside of a drydock. Therefore, full funding is essential to ensure operational readiness. Based on this analysis, deferral of any of these jobs is considered high risk and requires further technical authority formal adjudication.

4. Cost. In order to achieve a **medium** risk availability, recommend modifying the availability start date from XX MMMMM 20XX to XX MMMMM 20XX and availability completion date from XX MMMMM 20XX to XX MMMMM 20XX. The basis for this recommendation is laid out in subsequent paragraphs within this letter. This (AVAILABILITY TYPE) had an original control of \$14.2M. Based on continuing discussions with TYCOM, a current control of \$18.3 M for O&MN has been established. Current estimates for the TYCOM repair package at \$15M OM&N. Table 1 outlines the funding status of this availability.

USS (SHIP) (HULL #) TYCOM Budget	FYXX (M)	FYXX
Current Funds Available	\$18.3	\$4.5*
Current Work Package Estimate (IGE)	\$15.0	
Expected AWR adds between now and package	\$0.2	

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Enclosure (1)

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lock		
GFM/LLTM	\$0.8	
Award Fee Reserve	\$2.0	\$0.5
Growth/New Work	None	\$5.5
Prorate Off set from Program Office alterations	-\$0.5	
Government Labor	Covered by existing funds	\$1.6
Bus Contract to Seattle	\$0.25	
Planning	\$0.7	
Other entities (Sonar Dome)	\$0.1	
Total Funding Required	\$18.55	\$7.6
Business Factor Adjustment (15% of TYCOM repairs)	\$2.25**	
Availability Extension (for Risk Mitigation)	\$0.4	
Funding Shortfall - FUNDED as of xx-xx-xx	\$2.9#	\$0

* All FYXX funds are requested. The goal for the project team is to use current year funding to place the base work package on contract. All growth and new work will be funded by FYXX dollars. This is not considered to be a significant risk. With a delayed start to xx MMMMMM, minimal growth work will be identified within FYXX.

** Independent Government Estimates (IGE) are typically within a range of +/-10%. Additional requirements (especially in the security arena) may materialize. The Business Factor Adjustment allows for potential risk if the contractor's proposal is higher than expected. In enclosure (1), two red lines exist. The jobs above the first red line show the items of work that will be safely expected to be accomplished. This Business Factor Adjustment is considered in these jobs. If the government estimates are 100% accurate, the items below the second red line show the items that will not be covered by the funds currently available.

As of XX MMMMM 20XX, TYCOM has communicated their intention to raise the control to \$20.8M and add an addition \$0.35 M for Continuous Maintenance (that can be applied if necessary for full funding).

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Mitigation: No mitigation required as of XX MMMMM 20XX funding adjustments. Once the contractor's proposal is received in July, final funding requirements will be known.

5. Schedule. This work package has inherent complexity due to the interrelation of the preservation and structural work in all main engine rooms, the switch out of all four diesel generators, and machinery space equipment critical to operations. (Note: Any bilge preservation can only be done in drydock due to inadequate year round water temperatures to support preservation while pier side.) The diesel change outs are also critical for this availability as the maintenance strategy has been to not repair two of four engines in anticipation of this program alteration. The SCN funding expires for this alteration at the close of current Fiscal Year.

a. Scheduling Complexity. The contractor's ability to accurately schedule and maintain schedule will be severely taxed with two ships in drydock at the same time. Coupled with the other Coast Guard work and commercial work on going in their plant, scheduling complexity is the major risk to this availability. Based on the most recent experience on the (AVAILABILITY TYPE) of USS ANOTHER SHIP (HULL #), the contractor's ability to accurately maintain schedule was a huge challenge. While the outcome of the USS ANOTHER SHIP (HULL #) (AVAILABILITY TYPE) was favorable, the contractor was successful only as a result of a considerable effort by the government oversight team to ensure schedule success. With two ships in drydock at the same time and a limited number of government oversight, the expectation of ontime delivery of the ship is in jeopardy.

b. Ship's Force (SF) Inactive Equipment Maintenance (Lay-up) Strategy Challenges. With the current (AVAILABILITY TYPE) schedule, the ability for S/F to focus on the lay-up of the distributed systems would be a significant challenge to support the production schedule. In the current (AVAILABILITY TYPE) schedule, production preparations for being in dock start the day of arrival in plant. The operational commitments that USS (SHIP) (HULL #) has prior to the availability interfere with the ability to lay up their equipment. During the USS PREVIOUSSHIP (HULL #) FYxx (AVAILABILITY TYPE), the short time frame between the ship's return from deployment and entry into dock left S/F unable to properly layup their equipment. This led to

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availability long issues of leaking APU's causing Delay and Disruption for bilge preservation and restoration issues with coolers and firemain systems. Costs were incurred to resolve these issues (over \$150k), and the lack of time to properly lay up the systems had the potential to cause damage to the engineering plant. In order to meet the time requirement for the current schedule, the project would need to have the contractor lay up some of the systems due to time restrictions between operations and docking of the vessel, incurring additional cost. Based on a "Smart Start" in Everett allowing six weeks of dedicated time for the S/F to lay up equipment, S/F can execute a more methodical and reduced risk evolution.

(Note: This Smart Start is not considered an early start to the availability.)

Mitigation. Extend the initial XX week (AVAILABILITY TYPE) schedule by xx weeks (for a total of XX weeks) to deconflict work on the critical path. Use a Smart Start strategy of delaying the move to Xxxxxx Shipyards until xx MMMM 20xx. Use this time pierside to conduct repairs to machinery space equipment pierside in Everett. Repairs would include work on Intakes and Exhaust cracks, Main Engine Reduction Gear Lube Oil Coolers, Fire Pumps, and Gas Turbine Module work. Another repair that could be worked during this period that would alleviate risk on the critical path would be the renewal of an eight foot section of bi-metallic strip cracking between the deck and the superstructure in the helo hanger. Due to the residual stresses in the aft of the ship while on dock based on the blocking positions, this work should be conducted with the ship in its normal loading conditions (waterborne) as noted in the C/242 engineering report documenting the required repairs for this AWR. This area of repair is a main thoroughfare for the entire ship down the centerline passageway and would affect traffic routes for services and people during the docking. Furthermore, the Smart Start will allow for proper lay-up of all equipment solely by the crew. Finally, to alleviate the transition concerns between planning entities, the project team will exercise the Integrated Project Development Team Process and work through a high level schedule to minimize deconflictions as soon as the Planning (CLIN 3) is negotiated. The team will conduct a full package review to ensure that the specifications as written meet the intent of the AWR's.

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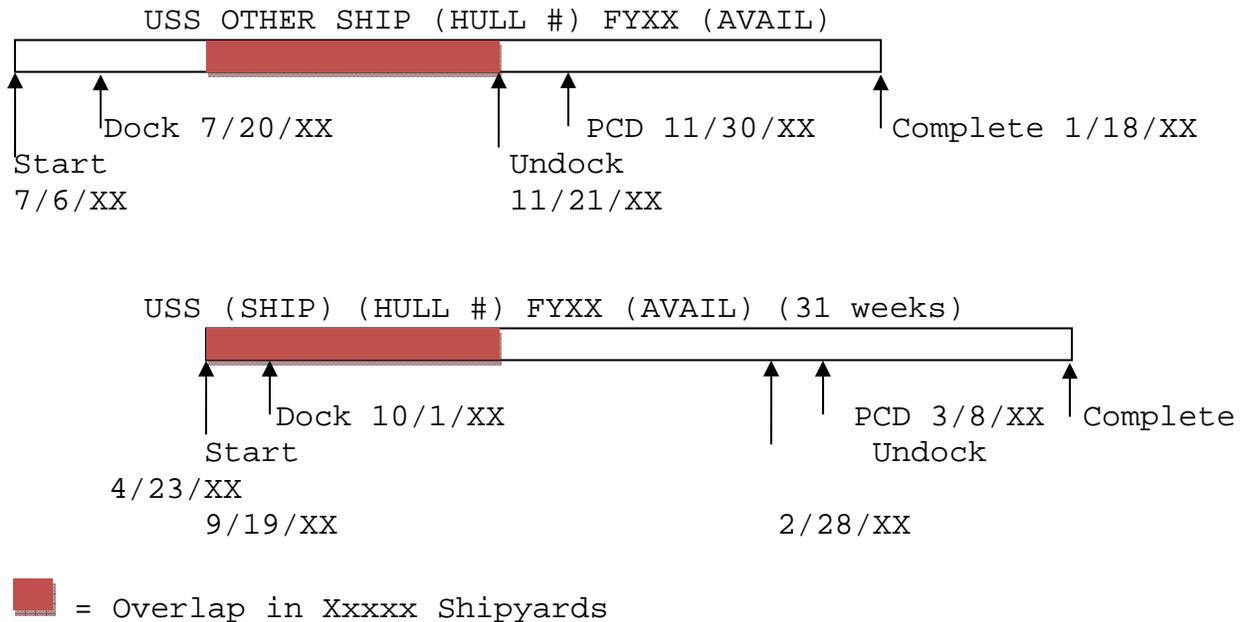
Subj: PRELIMINARY ASSESSMENT OF AVAILABILITY RISK FOR
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6. New Work. (RMC) Assesses risk to new work beyond growth/new work reserve as (**HIGH/MEDIUM/LOW**) due to the following conditions:

- a. High number (xxx) of pending BAWP assessments.
- b. INSURV scheduled xx MMMMM 20xx which may result in additional work items included in the package as new work.
- c. TSRA 2 assessments; including xx tanks and voids projected to be at condition 3 or 4.

7. Port Loading. As currently scheduled, the USS (SHIP) (HULL #) FYXX (AVAILABILITY TYPE) will have a nine week overlap in Xxxxxx Shipyards with the USS OTHER SHIP (HULL #) FYXX (AVAILABILITY TYPE). The risk associated with the overlap is in the areas of crew support, government oversight manning resources, and contractor resources. Figure 1 shows the overlap of the two ships as currently scheduled.

Figure 1: Overlap in Xxxxxx Shipyards (Current Schedules)



a. Crew Support. A common factor critical to every availability is the support of the crew during the maintenance period. This includes the support of berthing requirements, IT

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connectivity, and messing facilities. During the USS ANOTHER SHIP (HULL #), significant issues occurred that greatly impacted the crew's quality of life as noted in enclosure (2). As USS ANOTHER SHIP (HULL #) (AVAILABILITY TYPE) was the first (AVAILABILITY TYPE) in five years in Xxxxx Shipyards, many lessons had to be relearned regarding the importance of Quality of Life issues. The impact of having two ship's complements in Xxxxx Shipyards will greatly tax the Quality of Life of the Sailors.

(1) Berthing Barge. A berthing barge is essential to house the crew properly. Trailers were utilized during USS ANOTHER SHIP (HULL #) that required Sailors to leave their berthing trailers to use the restroom facilities. While a berthing barge is available, it does not have the ability to support two ships needs for office space and crew support. Also, no messing facilities are available on the barge. The only facility in Xxxxx Shipyards to feed the crew is a small cafeteria designed to feed the shipyard workers. The crew of the USS ANOTHER SHIP (HULL #) had to significantly alter their meal hours to accommodate the contractor work forces' limited lunch hours. The additional challenge of feeding two full ship's compliments at the same limited messing facilities will significantly decrease the quality of life for our Sailors.

(2) IT Connectivity. The lack of hardware and certified rooms to be used for LAN and SIPRNET equipment during USS ANOTHER SHIP (HULL #) caused the ship to be without their LAN and SIPRNET message traffic for over three months, essentially crippling the crew's ability to get work done and communicate with the outside world. Lead times and expense to obtain the necessary certifications and equipment to run the LAN off the ship were extremely cumbersome. Based on this, (RMC) Detachment Everett has worked to secure a berthing barge to alleviate these immediate issues for one ship. The berthing barge supplies a certified room to house the ship's LAN and SIPRNET. While the barge can support two LAN's, it cannot support two SIPRNET lines. An alternate plan will need to be made during the 10 weeks of overlap time for USS (SHIP) (HULL #) to get their message traffic via a satellite location if a schedule change is not approved.

Mitigation: Eliminate the in-yard overlap to minimize the complexity of having two crews in the yard sharing the same spaces. Figure two shows the proposed schedule change that

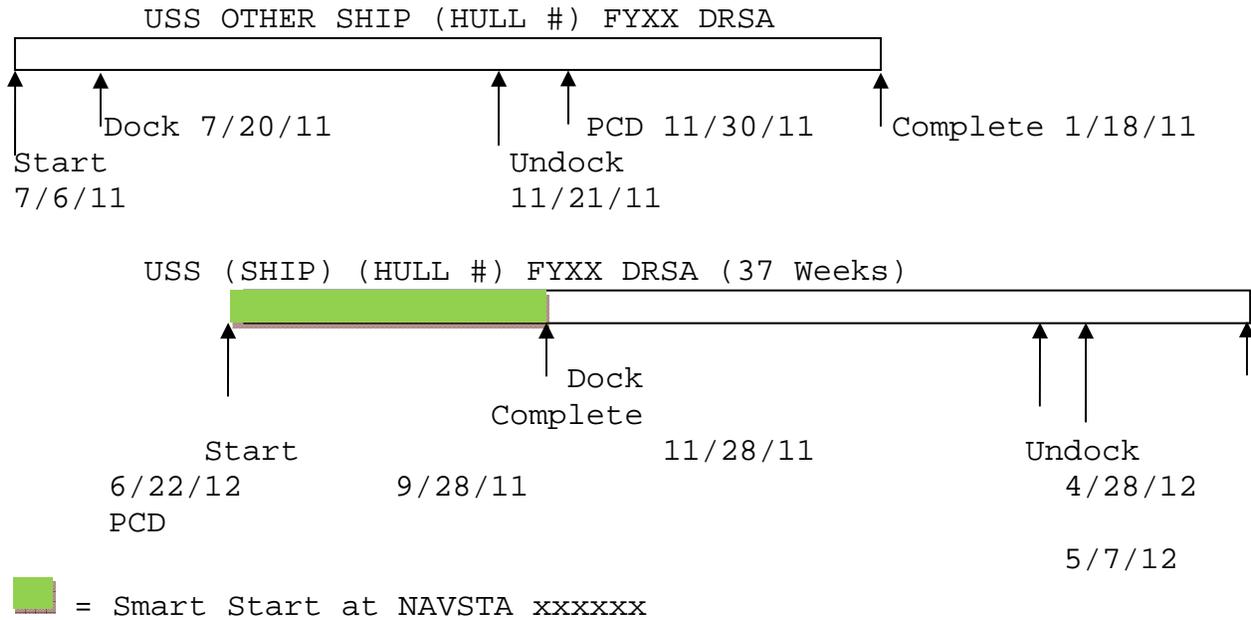
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eliminates the overlap in Xxxxx Shipyards.

Figure 2: No Overlap in Xxxxx Shipyards (Proposed Schedule)



b. Government Oversight. The (RMC) Surface Ship Product Line is manned to manage one CNO availability at a time. Overall, the project team personnel currently assigned to this availability have limited experience in their positions. This will be the Project Manager's 2nd CNO availability. It will be the Project Officer's 1st availability, and it will be the newly reassigned Port Engineer's 2nd CNO availability (and 1st (AVAILABILITY TYPE)). This factor will play into how much RMC management focus will need to be given to the availability. As currently scheduled, the overlapping (AVAILABILITY TYPE)s will tax the leadership of the Everett Detachment, as all managers have been in their positions for less than six months at the date of this letter. This risk is further intensified by the fact that Xxxxx Shipyards is 37 miles away from NAVSTA xxxxxx.

From 3rd quarter of FYXX and into 1st quarter of FYXX, NSAC400 workload is at an all time high. In order to prepare for this, C400 has increased the number of Shipbuilding Specialists, Quality Assurance Specialists, Administrative Contracting Officers, and Project Managers, resulting in an impact to experience levels. This is especially apparent at the

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Everett Detachment. Additionally, a manning gap still remains. Code 400 utilizes borrows from the trades inside the shipyard, as well as the other regions, via CNRMC.

As part of risk mitigation efforts, NSA site for additional oversight resources to assist with manning shortfalls created by overlapping CNO availabilities. Due to an all time high workload with three overlapping carrier maintenance periods occurring during the same period of time as the overlapping (AVAILABILITY TYPE)'s, limited Code 400 resources could be committed to supporting the increased workload for the Surface Ship Product Line. Similarly, no trade "borrow" resources were available to be committed. On XX MYYYY 20XX, (RMC) requested assistance from CNRMC and the other RMC's for manning support. To date, there has been very limited ability by the other RMC's to commit resources for the entire duration of this effort.

Mitigation: Eliminate the overlap of (AVAILABILITY TYPE)'s in Xxxxx Shipyards. The availability oversight can then be handled with existing resources within (NSA) Code 400 Surface Ship Product Line. The government oversight resources can shift from the USS OTHER SHIP (HULL #) FYXX (AVAILABILITY TYPE) to the USS (SHIP) (HULL #) FYXX (AVAILABILITY TYPE).

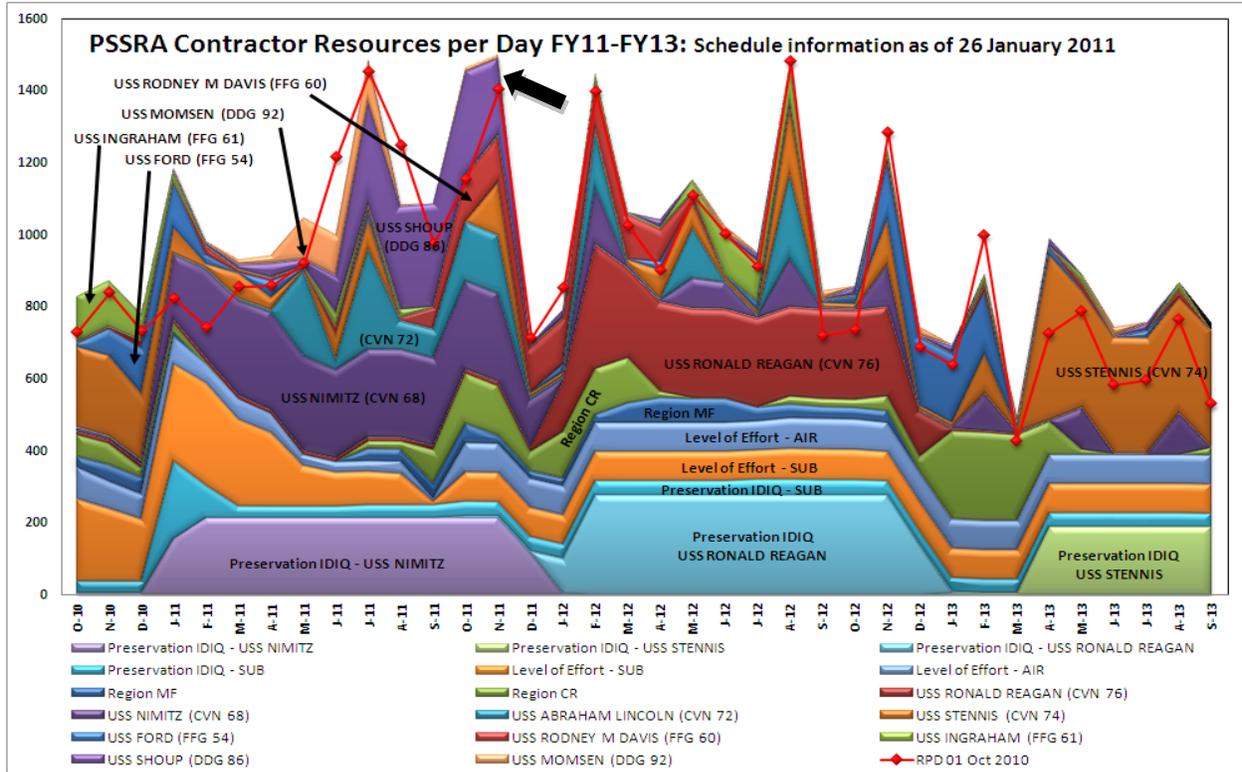
c. Contractor Manning. During the current overlap between September 2011 and November 2011, the private sector workload for the region will be at an all time high. On the Surface Ship Program, the private sector will be working two simultaneous (AVAILABILITY TYPE)'s and two Continuous Maintenance Availabilities for ships that will be deploying. At the same time, three CVN's will be undergoing maintenance periods. Figure 3 shows the current projections for workload. A black arrow notes the peak of concern (and a valley after).

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Subj: PRELIMINARY ASSESSMENT OF AVAILABILITY RISK FOR
 USS (SHIP) (HULL #) FYXX (AVAILABILITY TYPE)

Figure 3: Private Sector Workload for (NSA)



During the USS ANOTHER SHIP (HULL #), preservation subcontractors were very difficult to obtain. Increased costs were experienced by the project due to lack of resources, causing prices to double from estimates due to demand. By shifting the USS (SHIP) (HULL #) FYXX (AVAILABILITY TYPE) main production work to the right, (RMC) fills in a major dip in the projected private sector workload, thus potentially receiving more competitive subcontractor offerers to choose from to accomplish the work. By driving more even port loading, the project reduces risk and should potentially reduce the cost of the work through increased contractor opportunities.

Mitigation. Adjust the CNO dates to eliminate the peak in private sector resources required during September through November 2011 by eliminating the overlap of the USS OTHER SHIP (HULL #) and USS (SHIP) (HULL #). This action has the potential to reduce costs and increase competition for this work effort.

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USS (SHIP) (HULL #) FYXX (AVAILABILITY TYPE)

8. Recommendation. The Course of Action recommended by the USS (SHIP) (HULL #) project team is shifting and extending the availability as listed in Table 2 below:

Table 2: Existing/Recommended (AVAILABILITY TYPE) Dates

USS (SHIP) (HULL #) (AVAILABILITY TYPE)	Existing Milestones	Recommended Milestones
Start Date	19 SEP 11	28 SEP 11
Docking Date	01 OCT 11	28 NOV 11
Undocking Date	28 FEB 12	28 APR 12
End Date	23 APR 12	22 JUN 12
Total Weeks	31 Weeks	37 Weeks

The overlap of the (AVAILABILITY TYPE)'s would be eliminated using a Smart Start in Everett. The ship would then transit to Seattle once USS OTHER SHIP (HULL #) was relocated to Everett in late November. While this extension was estimated to cost an additional \$400k in TYCOM funds for availability management, the elimination of the overlap of the (AVAILABILITY TYPE)'s have the following positives associated with it:

a. Mitigation of the critical path work in the engine rooms by using a Smart Start strategy while pier side at NAVSTA Everett.

b. Up front extension of the availability reduces the risk of introducing churn in the schedule at a later date. Currently, the ship's schedule supports the extension. This may not be the case if the project enters into the availability and then needs to extend due to growth work.

c. Positive impact on ship's quality of life would be realized by not requiring two crews to operate concurrently from a remote shipyard with limited services for the crew. The elimination of the overlap allows the ship to have LAN support, SIPRNET support, and full use of the barge services which significantly reduces S/F conflicts between the two crews.

d. Increases in government oversight and the project team and port's ability to manage a complex availability.

e. Focuses the contractor's efforts on each project major production efforts while it is in the production facility.

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9. Summary and Conclusion. Based on the known scope of work, (RMC) has determined that the current work package is executable with extremely high risk within the current CNO dates. This assessment of risk is driven by the discussions in this letter. Regardless of the dates of this availability, the work package is challenging due to the technical issues of integrating the work. However, it is the overlap of USS OTHER SHIP (HULL #) and USS (SHIP) (HULL #) that increases the risk level to an extremely high level. The overlap drives lack of appropriate government oversight, lack of supervision of government assets, a negative competitive environment between the two projects positioning for resources and talent in both the contractor's management and trade resource pools, and potential for conflict between two crews positioning for limited resources in a restricted real estate/IT resourced environment. Mitigations to bring the (AVAILABILITY TYPE) to medium risk require the elimination of an overlap of (AVAILABILITY TYPE)'s in Xxxxx Shipyards.

10. (RMC) point of contact is (Name), Code 451, Surface Ship Program Manager, (111)111-1111.

X. X. SIGNATURE

Copy to:

ISIC

CNRMC Code 300

NAVSEA 02/04/05/05D/05H/21

SPAWARSYSCOM FRD

SURFMEPP 00

NAVSEA (PMS 400F/PMS 470)

(RMC/LMA) C100/C300/USS (SHIP) Project Manager

PEO ISW

PEO C4I

PEO LMW

CYBERFORCOM

USS (SHIP) Port Engineer

USS (SHIP)

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Enclosure (1)

**KEY ACTIONS TO SUPPORT RISK ASSESSMENT
(A-360 THROUGH A-180)**

POC	ACTION	Date (s) Completed	Signature
AWPM	<p>Review the SURFMEPP FRP BAWP turnover letter to include: The final BAWP, preliminary AWP, a listing of all BAWP work item deferral letter(s) and A-360 SURFMEPP Risk Letter.</p> <p>These will be included as enclosures to the risk letter. Confirm all assessment requirements due throughout the availability are integrated into the AWP/work package</p>		
PM	<p>Review of any previous risk letters to validate/update risk mitigation actions. Previous NSA risk letters, NRMC endorsements and TYCOM responses will be included as enclosures to the risk letter.</p>		
PE	<p>CSMP reviewed. All I and D level work items included in the AWP and prioritized for repair.</p>		
PE	<p>CSMP reviewed for all O level work items beyond the capacity/capability of ship's force. Validate those work items have been rescreened as I or D level and brokered appropriately.</p>		
AWPM	<p>Program modernization alterations included as an integration risk. IAW with reference (e), a listing of all authorized alterations and all planned but not authorized (PNA) alterations will be submitted by cognizant Ship's Program Manager(SPM) including risk mitigations for remaining PNA alteration. This will be included as an enclosure to the risk letter.</p>		
AWPM	<p>Fleet modernization alterations included as an integration risk. IAW with references (a) & (e), a listing of all authorized alterations and all planned but not authorized (PNA) alterations will be submitted by TYCOM</p>		

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**KEY ACTIONS TO SUPPORT RISK ASSESSMENT
(A-360 THROUGH A-180)**

POC	ACTION	Date (s) Completed	Signature
	including risk mitigations for remaining PNA alterations. This will be included as an enclosure to the risk letter.		
PE	All temporary Departures from Specifications(DFS), active CASREPs, temporary standing orders (TSOs) and Out of Commission(OOC) equipment adjudicated and/or planned for repair prior to ship completing CNO availability. A spreadsheet of all active DFS/CASREPs/TSO/OOC equipment and plans of action will be included as an enclosure to the risk letter.		
AD	Compile a list of assessments that remain to be accomplished (TSRA, READ-E, AVCERT, NAVCERT, PIA, etc) through the end of the availability. This will be included as an enclosure to the risk letter.		
AD	Compile a list of the assessments that have been accomplished from A-360. Validate and report assessment results were incorporated into ship's CSMP and screened into the appropriate availability (CNO or CMAV). This will be included as an enclosure to the risk letter.		
AWPM	Provide complete AWP including a prioritized list of AWRs screened to CNO Availability, the most accurate cost estimates for each AWR, a summary of total expected cost to complete all work, all funded and unfunded AWRs. The AWP will be included as an enclosure to the risk letter.		
PM	Review surface TYCOM package lock (50%) for budget, schedule or integration risks. The latest package lock will be included as an enclosure to the risk letter.		

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Enclosure (2)

**KEY ACTIONS TO SUPPORT RISK ASSESSMENT
(A-360 THROUGH A-180)**

POC	ACTION	Date (s) Completed	Signature
PM	Develop work item list w/description of the critical path/controlling jobs (Known or Anticipated).		
PE	List of all the work items that MT intends to broker to IDIQ contractors and other government agencies. This will be included as an enclosure to the risk letter		

**KEY ACTIONS TO SUPPORT RISK ASSESSMENT
(A-180 THROUGH A-120)**

POC	ACTION	Date (s) Completed	Signature
AWPM	Review of the SURFMEPP BAWP work item deferral letter(s), TYCOM deferral letter(s) and NAVSEA 05 Ship Design Manager (SDM) Life Cycle Maintenance (LCM) disposition letter. These will be included as enclosures to the risk letter. Validate and report integration of all assessment requirements that are due throughout the availability into the AWP/work package or other availability (as applicable).		
PM	Review of any previous risk letters to validate/update risk mitigation actions. Previous NSA risk letters, NRMC endorsements and TYCOM responses will be included as enclosures to the risk letter.		
PE	CSMP reviewed and all I and D level work items included in the AWP and prioritized for repair.		
PE	CSMP reviewed for all O level work items beyond capacity/capability of ship's force. Validate that those work items have been rescreened as I or D level and brokered appropriately.		
AD	Receive and review all Modernization risk assessments for all Program and Fleet Alterations from each cognizant PARM, SPM or TYCOM as required by reference (a). A listing of all delinquent modernization risk assessments will be included as an enclosure to the risk letter.		
PE	Re-validate all temporary Departures from Specifications (DFS), active CASREPs, temporary standing orders (TSOs) and Out of Commission (OOC)		

***** NOTE: Periodic review is necessary for all actions to ensure risk is adequately monitored.**

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Enclosure (3)

2 Apr 13

**KEY ACTIONS TO SUPPORT RISK ASSESSMENT
(A-180 THROUGH A-120)**

POC	ACTION	Date (s) Completed	Signature
	equipment adjudicated and/or planned for repair prior to ship completing CNO availability. A spreadsheet of all active DFS/CASREPS/TSO/OOC equipment and plans of action will be included as an enclosure to the risk letter.		
AD	Update assessments that remain to be accomplished (TSRA, READ-E, AVCERT, NAVCERT, PIA, etc) through the end of the CNO availability. This will be included as an enclosure to the risk letter.		
AD	Update assessments accomplished from A-360. Validate and report assessment results were incorporated into the ship's CSMP and screened into the appropriate availability (CNO or CMAV). This will be included as an enclosure to the risk letter.		
AWPM	Updated Proposed AWP. Include a prioritized list of AWRs screened to CNO Availability, the most accurate cost estimates for each AWR, a summary of total expected cost to complete all work, all funded and unfunded AWRs. The AWP will be included as an enclosure to the risk letter.		
PM	Review surface TYCOM package lock (80%) for budget, schedule or integration risks. The latest package lock will be included as an enclosure to the risk letter.		
PM	Develop work item list w/description of the critical path/controlling jobs (Known or Anticipated). This		

***** NOTE: Periodic review is necessary for all actions to ensure risk is adequately monitored.**

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Enclosure (3)

**KEY ACTIONS TO SUPPORT RISK ASSESSMENT
(A-180 THROUGH A-120)**

POC	ACTION	Date (s) Completed	Signature
	will be included as an enclosure to the risk letter.		
PE	List of all the work items that MT intends to broker to IDIQ contractors and other government agencies. This will be included as an enclosure to the risk letter.		

***** NOTE: Periodic review is necessary for all actions to ensure risk is adequately monitored.**

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Enclosure (3)

