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Department of Defense  
OFFICE OF PREPUBLICATION AND SECURITY REVIEW

## **Selected Acquisition Report (SAR)**



# **VH-92A Presidential Helicopter (VH-92A)**

**FY 2024 President's Budget**

**Defense Acquisition Visibility Environment  
(DAVE)**

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## Common Acronyms and Abbreviations

\$B - Billions of Dollars  
\$K - Thousands of Dollars  
\$M - Millions of Dollars  
ACAT - Acquisition Category  
Acq O&M - Acquisition-Related Operations and Maintenance  
ADM - Acquisition Decision Memorandum  
APB - Acquisition Program Baseline  
APPN - Appropriation  
APUC - Average Procurement Unit Cost  
BA - Budget Authority/Budget Activity  
Blk - Block  
BY - Base Year  
CAPE - Cost Assessment and Program Evaluation  
CARD - Cost Analysis Requirements Description  
CDD - Capability Development Document  
CLIN - Contract Line Item Number  
CPD - Capability Production Document  
CY - Calendar Year  
DAB - Defense Acquisition Board  
DAE - Defense Acquisition Executive  
DAMIR - Defense Acquisition Management Information Retrieval  
DoD - Department of Defense  
DSN - Defense Switched Network  
EMD - Engineering and Manufacturing Development  
EVM - Earned Value Management  
FMS - Foreign Military Sales  
FOC - Full Operational Capability  
FRP - Full Rate Production  
FY - Fiscal Year  
FYDP - Future Years Defense Program  
ICE - Independent Cost Estimate  
Inc - Increment  
IOC - Initial Operational Capability  
JROC - Joint Requirements Oversight Council  
KPP - Key Performance Parameter  
LRIP - Low Rate Initial Production  
MDA - Milestone Decision Authority  
MDAP - Major Defense Acquisition Program  
MILCON - Military Construction  
N/A - Not Applicable  
O&M - Operations and Maintenance  
O&S - Operating and Support  
ORD - Operational Requirements Document  
OSD - Office of the Secretary of Defense  
PAUC - Program Acquisition Unit Cost  
PB - President's Budget

PE - Program Element  
PEO - Program Executive Officer  
PM - Program Manager  
POE - Program Office Estimate  
RDT&E - Research, Development, Test, and Evaluation  
SAR - Selected Acquisition Report  
SCP - Service Cost Position  
TBD - To Be Determined  
TY - Then Year  
U.S. - United States  
UCR - Unit Cost Reporting  
USD(A&S) - Under Secretary of Defense (Acquisition and Sustainment)  
USD(AT&L) - Under Secretary of Defense (Acquisition, Technology and Logistics)

## Program Information

### Program Name

VH-92A Presidential Helicopter

### DoD Component

Navy

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## Responsible Office

## Program Manager

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## Mission and Description

The VH-92A Presidential Helicopter (VH-92A) program mission is to provide safe, reliable, and timely transportation for the President, Vice President, Foreign Heads of State, and other official parties as directed by the Director of the White House Military Office. Presidential helicopter transportation requirements are executed by Marine Helicopter Squadron One (HMX-1) and support the President worldwide and the Vice President primarily inside the National Capital Region. Mission tasking encompasses two (2) main types of missions, administrative lift (Mission Tasking 1) and contingency operations (Mission Tasking 2). The VH-92A platform will replace both In-Service aircraft (VH-3D and VH-60N) and is based on Sikorsky's commercial S-92A helicopter. The acquisition strategy for the VH-92A program involves integration of mature government-defined mission systems and an executive interior into the existing S-92A air vehicle while maintaining the existing Federal Aviation Administration certification throughout the life cycle of the program. The program has no critical technology elements. Twenty three aircraft will be procured, of which 21 will be operational aircraft and two will remain test aircraft.

## Executive Summary

### VH-92A

#### Program Highlights Since Last Report

The United States Marine Corps (USMC) declared Initial Operational Capability (IOC) for the VH-92A on December 28, 2021. Follow-on Operational Testing & Evaluation (FOT&E) completed in September 2022. The VH-92A is now conducting assigned mission tasking. All six (6) Low Rate Initial Production (LRIP) Lot I aircraft, spares and associated support equipment have been delivered as of May 2022. As of February 2023, three (3) of the six (6) LRIP Lot II aircraft were delivered to the Government. LRIP Lot III Option (5) aircraft, initial spares and support equipment) was awarded on February 5, 2021 as the final production buy for the program. There are no significant software-related issues with this program at this time.

#### History of Significant Developments Since Program Initiation

History of Significant Developments Since Program Initiation	
Date	Significant Development Description
Sep - 2022	Follow-on Operational Testing & Evaluation (FOT&E) Completed
Dec - 2021	VH-92A IOC declared by USMC
Apr - 2021	A revision to the VH-92A APB was approved to adjust the IOT&E Complete and IOC milestones to align to the VH-92A Transition Plan.
Apr - 2021	VH-92A IOT&E Completed
Feb - 2021	LRIP Lot III Exercised
Aug - 2020	VH-92A IOT&E realignment ADM
Feb - 2020	LRIP Lot II Exercised
Jun - 2019	LRIP Lot I Exercised
Jun - 2019	VH-92A Milestone C Acquisition Decision Memorandum (ADM) approval
May - 2019	VH-92A Milestone C Review
Jul - 2018	EDM-1 was transferred to the government to conduct government-led integrated testing.
Jul - 2017	Engineering Development Model (EDM) -1 completed first flight at Stratford, CT.
Jul - 2016	The VH-92A program conducted a System Level Critical Design Review (CDR).
Aug - 2015	The VH-92A program conducted a System Level Preliminary Design Review (PDR).
May - 2014	A Fixed Price Incentive contract was competitively awarded to Sikorsky Aircraft Corporation, with three fixed priced production options.
Mar - 2014	The VH-92A program was initiated at a Milestone B Defense Acquisition Board (DAB) review.

## Schedule

### VH-92A

Events	Milestone Baseline Objective	Current Baseline Objective/Threshold			Current Estimate/Actual	Deviation
Materiel Development Decision Complete	Jun 2010	Jun 2010	Jun 2010	Jun 2010		

Pre-EMD Complete	Mar 2013	Mar 2013	Mar 2013	Mar 2013	
Milestone B Complete	Apr 2014	Apr 2014	Apr 2014	Apr 2014	
Critical Design Review Complete	Jul 2016	Jul 2016	Jul 2016	Jul 2016	
Milestone C Complete	May 2019	May 2019	May 2019	May 2019	
IOT&E Complete Complete	Mar 2020	Apr 2021	Apr 2021	Apr 2021	
IOC Complete	Jul 2020	Jun 2021	Dec 2021	Dec 2021	
Full Operational Capability Complete	Jul 2022	Jul 2022	Jan 2023	Dec 2023	

### Notes

The Full Operational Capability (FOC) current estimate has changed to December 2023 based on aircraft quantity to meet the Capability Development Document (CDD) requirement. A Program Deviation Report (PDR) was issued October 24, 2022 reporting a projected FOC milestone breach. Per Acquisition Decision Memorandum approved by ASN(RD&A) on December 6, 2022, the VH-92A program is fully supporting the WHMO/USMC VH-92A transition plan and the VH-92A program continues to meet all cost and performance APB thresholds. As such, a revision to the APB is not required at this time.

### Deviation Explanation

No deviations for this program/subprogram



## Performance

### VH-92A

Performance Characteristics				
Milestone Baseline	Current Baseline Objective/Threshold	Demonstrated Performance	Current Estimate/Actual	Deviation
<b>(KPP) - Hover Performance</b>				
	HOGЕ with mission payload and other required equipment (High Hot Day)	HOGЕ with mission payload and other required equipment (Operational Day)		HOGЕ with mission payload and other required equipment (Operational Day)
<b>(KPP) - Landing Zone Suitability</b>				
	(Objective=Threshold) Maintain obstacle clearance during all phases of approach, landing, take-off, and departure from the existing White House South Lawn.	Maintain obstacle clearance during all phases of approach, landing, take-off, and departure from the existing White House South Lawn.		Maintain obstacle clearance during all phases of approach, landing, take-off, and departure from the existing White House South Lawn.
<b>(KPP) - Net-Ready</b>				
	(Objective=Threshold) Support net-centric military operations Enter and be managed on the network Exchanges information.	Support net-centric military operations Enter and be managed on the network Exchanges information.		Support net-centric military operations Enter and be managed on the network Exchanges information.
<b>(KPP) - Passenger Seating and Lift Capacity</b>				
	(Objective=Threshold) MT-1: 14 passengers MT-2	MT-1: 12 passengers MT-2: 14 passengers		MT-1: 12 passengers MT-2: 14 passengers
<b>(KPP) - Range (Operational Day)</b>				
	MT-1 NCR, NCR Return: >100 NM MT-1 CONUS/OCONUS: >200 NM MT-2: >300 NM	MT-1 NCR, NCR Return: >50 NM MT-1 CONUS/OCONUS: >150 NM MT-2: >250 NM		MT-1 NCR, NCR Return: ≥50 NM MT-1 CONUS/OCONUS: ≥150 NM MT-2: ≥250 NM
<b>(KPP) - Sustainment: Materiel Availability - Am, Operational Availability -Ao</b>				

	Am >= 59% MT-1: Ao >= 85% MT-2: Ao >= 85%	Am >= 57% MT-1: Ao >= 80% MT-2: Ao >= 83%		Am ≥ 57% MT-1: Ao ≥ 80% MT-2: Ao ≥ 83%	
<b>(KPP) - Training</b>					
	(Objective= Threshold) Reduce the overall time to train for pilots and crew chiefs from current In-Service aircraft time to train utilizing a Systems Approach to Training.	Reduce the overall time to train for pilots and crew chiefs from current In-Service aircraft time to train utilizing a Systems Approach to Training.		Reduce the overall time to train for pilots and crew chiefs from current In-Service aircraft time to train utilizing a Systems Approach to Training.	
<b>(KPP) - Transportability</b>					
	(Objective= Threshold) MT-2: (1) MT-2 aircraft and all required equipment, personnel (29), and SE necessary to execute deployed maintenance and mission requirements shall be transportable using (1) C-17.	MT-2: (1) MT-2 aircraft and all required equipment, personnel (29), and SE necessary to execute deployed maintenance and mission requirements shall be transportable using (1) C-17.		MT-2: (1) MT-2 aircraft and all required equipment, personnel (29), and SE necessary to execute deployed maintenance and mission requirements shall be transportable using (1) C-17.	

**Requirement Reference**

Validated:

VH-92A CDD Update June 4, 2019

**Deviation Explanation**

No deviations for this program/subprogram

**Notes**

With Joint Staff (J-4) concurrence and as documented in the Capability Development Document (CDD), the Energy KPP required by the Joint Capabilities Integration Development System Manual is not applicable to VH-92A. Net Ready KPP Products are detailed in the CDD, Appendix A. Acronyms: Am - Materiel Availability, Ao - Operational Availability, CONUS - Continental United States, HOGE - Hover out of Ground Effect, MT-1 - Mission Tasking 1 (administrative lift), MT-2 - Mission Tasking 2 (contingency operations), NCR - National Capital Region, NM - Nautical Mile, OCONUS - Outside the Continental United States, SE - Support Equipment. The VH-92A program was planned and budgeted to the performance threshold. Demonstrated Performance is Controlled Unclassified Information (CUI) and not provided in this report.



## Acquisition Budget Estimate

### VH-92A

#### *Total Acquisition Cost*

		Milestone APB	Current Baseline		Budget Estimate PB 2024		
Category	Base Year	Objective (BY\$M)	Objective (BY\$M)	Threshold (BY\$M)	BY\$M	TY\$M	Deviation
RDT&E	2014	2,463.5	2,463.5	2,709.9	2,495.1	2,729.4	
Procurement	2014	1,956.6	1,956.6	2,152.3	1,856.4	2,197.8	
MILCON	2014	0	0	0	0	0	
Acq. O&M	2014	0	0	0			
<b>Total</b>		<b>4,420.1</b>	<b>4,420.1</b>		<b>4,351.5</b>	<b>4,927.2</b>	
PAUC	2014	192.178	192.178	211.396	189.193	214.224	
APUC	2014	115.094	115.094	126.603	109.199	129.282	

### Appropriation Category Deviation Explanations

### PAUC Deviation Explanation

### APUC Deviation Explanation

### Budget Notes

History of Acquisition Cost and Unit Cost since December 2014:- There have been no significant changes to APUC and PAUC since Milestone B.- The December 2022 SAR is aligned with the FY 2024 budget submission.

### *Total End Item Quantity*

Quantity Category	Current APB Quantity	Current Estimate Quantity
Development	6	6
Procurement	17	17
O&M-Acquired		

### Quantity Notes

For RDT&E aircraft, the first two aircraft will remain as test and evaluation assets. The remaining four aircraft will transition to operational status.

**Unit Cost****VH-92A**

<b>Current UCR Baseline and Current Estimate (Base-Year Dollars)</b>			
<b>Category (\$M) Base Year:2014</b>	<b>Current UCR Baseline</b>	<b>Current Estimate</b>	<b>% Change</b>

**Program Acquisition Unit Cost**

Cost	4,420.1	4,351.4	
Quantity	23	23	
Unit Cost	192.178	189.193	-1.55%

**Average Procurement Unit Cost**

Cost	1,956.6	1,856.4	
Quantity	17	17	
Unit Cost	115.094	109.199	-5.12%

<b>Original UCR Baseline and Current Estimate (Base-Year Dollars)</b>			
<b>Category (\$M) Base Year:2014</b>	<b>Original UCR Baseline</b>	<b>Current Estimate</b>	<b>% Change</b>

**Program Acquisition Unit Cost**

Cost	4,649.7	4,351.5	
Quantity	23	23	
Unit Cost	202.161	189.193	-6.41%

**Average Procurement Unit Cost**

Cost	2,043.6	1,856.4	
Quantity	17	17	
Unit Cost	120.212	109.199	-9.16%

**Cost Growth Details****Current Baseline PAUC Breach Explanation****Current Baseline APUC Breach Explanation****Original Baseline PAUC Breach Explanation****Original Baseline APUC Breach Explanation****Impacts of Schedule Changes on Unit Cost****Impacts of Performance Changes on Unit Cost****Actions Taken or Proposed to Control Future Cost Growth**

***Risk and Sensitivity Analysis*****VH-92A**

<b>Risk and Sensitivity Analysis</b>
Current Procurement Cost(December - 2022)
FY 2021 was the final procurement year. No risk remaining.
Original Baseline Estimate (April - 2014)
The CAPE conducted an Independent Cost Estimate (ICE) for MS B and a memo was provided on 20 March 2014. The CAPE identified the following for risks and sensitivity analysis: CAPE assessed additional risk for Development in air vehicle design, avionics hardware and software development, systems engineering and program management, and system test and evaluation. CAPE assessed additional risk for Procurement in systems engineering and program management, manufacturing labor, and support costs related to ground support and training equipment. CAPE assessed additional risk for O&S in hardware modification cost, depot overhaul, and maintenance costs.
Current Baseline Estimate (April - 2021)

Schedule Risk		
Current	2022-12-31	There are no risks identified with this program.
Technical Risks		
Current	December 31, 2022	Landing Zone (LZ) Suitability Key System Attribute (KSA) for exhaust damage to the LZ does not meet the requirement 100% of the time. VH-92A exhaust can cause damage to grass with rotors turning under certain ambient conditions. Sikorsky Aircraft Corporation is currently on contract to complete an Increased Range in Blade Pitch Angle (IRBPA) mechanical systems change to resolve exhaust damage, on LZ surfaces, when rotors are turning.

## Low Rate Initial Production

### VH-92A

Item	Initial LRIP Decision	Current Total LRIP
Approval Date	04/17/2014	06/07/2019
Approved Quantity	12	17
Reference	Milestone B ADM	Milestone C ADM
Start Year	2019	2019
End Year	2021	2021

#### Rationale if quantity exceeds 10% of the total number of articles to be procured:

The Current Total LRIP Quantity is more than 10% of the total production quantity due to the low quantity requirement, all aircraft are designated LRIP aircraft as documented in the Milestone C Acquisition Decision Memorandum.

#### Notes

N/A



**Contracts & Efforts**

<b>Contract Data</b>	
Contract Number	N00019-14-C-0050
Effort Number	
Modification Number	P00151
Award Date	06/10/2019
Definitization Date	06/10/2019
Order Number	
CAGE Code/CAGE Legal Name	/Sikorsky
Contract Title	Low Rate Initial Production (LRIP)
Contract Address	Stratford, CT
Contracting Office	N00019
Supported Phase	Production
Contract Strategy	
Contract Type	Firm-Fixed-Price
Modification Date	February 22, 2023
Work Start Date	
Technical Data Rights	
Work Completed	

**Contracts/Effort Price, Quantity, and Performance (TY\$M)**

Initial Target Price	Current Target Price	
\$1,491.4	\$1,613.3	
Initial Ceiling Price	Current Ceiling Price	
\$1,491.4	\$1,613.3	
Contractor EAC	PM EAC	
\$1,613.3	\$1,613.3	
Initial Quantity	Current Quantity	Delivered Quantity
17	17	9
BAC	BCWP	ACWP

BCWS	Cost Variance	Schedule Variance

**Contract Notes:**

The LRIP efforts are Firm Fixed Price (FFP) and do not have earned value management data. The delta between the initial Contract Price and the Current Contract price is a result of contract modifications for spares, repair of repairables, and incorporation of configuration updates for production.

**Factors Contributing to Cost Variance and Projected Effects on Program Costs****Factors Contributing to Schedule Variance and Projected Effects on Program Schedule**

Contract Data	
Contract Number	N00019-14-C-0050
Effort Number	
Modification Number	P00151
Award Date	05/07/2014
Definitization Date	05/07/2014
Order Number	
CAGE Code/CAGE Legal Name	/Sikorsky
Contract Title	Presidential Helicopter Replacement Program Engineering and Manufacturing Development (EMD)
Contract Address	Stratford, CT
Contracting Office	N00019
Supported Phase	Development
Contract Strategy	
Contract Type	Fixed-Price Incentive (Firm Target)
Modification Date	February 22, 2023
Work Start Date	
Technical Data Rights	
Work Completed	98.11%

Contracts/Effort Price, Quantity, and Performance (TY\$M)		
Initial Target Price	Current Target Price	
\$1,244.7	\$1,241	
Initial Ceiling Price	Current Ceiling Price	
\$1,326.7	\$1,318.5	
Contractor EAC	PM EAC	
\$1,280.1	\$1,282.7	
Initial Quantity	Current Quantity	Delivered Quantity
6	6	6
BAC	BCWP	ACWP
\$1,154	\$1,132.2	\$1,256.3

BCWS	Cost Variance	Schedule Variance
\$1,132.7	-\$124.1	-\$0.5

**Contract Notes:**

VH-92A EMD is a Fixed Price Incentive Firm Target (FPIF) contract with performance based payments. Contract performance is as of January 29, 2023.

**Factors Contributing to Cost Variance and Projected Effects on Program Costs**

The cost variance is driven by design, development, and resolution of deficiencies associated with the Airframe and the Interior Furnishings. Over Target Baseline (OTB) was completed 03/27/2022. The OTB added budget for the Increased Range in Blade Pitch Angle effort and all variances were retained. The OTB was implemented within the FPIF ceiling price.

**Factors Contributing to Schedule Variance and Projected Effects on Program Schedule**

The recovery in schedule variance is due to approaching closure of the effort.

### External Government Activities

Activity Title		Government Entity		Supported Phase
CAGE			Work Start Date	
City			State/Province:	
Notes				

## Deliveries and Expenditures

### VH-92A

Deliveries				
Delivered to Date	Planned to Date	Actual to Date	Total Quantity	Percent Delivered
Development	6	6	6	100.00%
Production	9	9	17	52.94%
<b>Total Program Quantity Delivered</b>	<b>15</b>	<b>15</b>	<b>23</b>	<b>65.22%</b>

### Expended and Appropriated (TY \$M)

Years Appropriated to date: 14

Total Years Appropriated Funding (Current Baseline): 21

Percent Years Appropriated: 66.67%

Then-Year Funding Appropriated as Percentage of Total Acquisition Estimate: 94.98%

Then-Year Funding Expended as Percentage of Total Acquisition Estimate: 85.34%

Total Acquisition Cost: 4,927.16

### Deliveries & Expenditures Notes:

The above data is current as of 02/28/2023. The December 2022 SAR is aligned with the FY 2024 budget submission.

## Operating and Support Costs

### VH-92A

#### *O&S Cost Breakdown:*

Category (BY\$ Million)	VH-92A Life Cycle Sustainment
Unit-Level Manpower	1,392.0
Unit Operations	515.8
Maintenance	3,121.1
Sustaining Support	1,118.8
Continued System Improvements	1,916.2
Other	
<b>Total</b>	<b>8,063.9</b>

**Cost Estimate Source:** POE dated December 16, 2022

**O&S Cost Notes:**

Total Program O&S Cost Compared with Baseline					
	Current Baseline				
	Objective (BY\$M)	Threshold (BY\$M)	Current Estimate (BY\$M)	Current Estimate (TY\$M)	Deviation
<b>Total O&amp;S</b>	8,691	9,560.1	8,063.9	16,873.2	

Note:

The December 2022 SAR is aligned with the FY 2024 budget submission. Aircraft Attrition: 1 aircraft over the life of the program Pipeline Factor: 19% of Total Aircraft Inventory (TAI) Squadrons: Marine Helicopter Squadron One (HMX-1) Helicopters per (active) squadron: 16 Steady State Monthly Flight Hours per Helicopter (TAI): 24.0 Steady State Monthly Flight Hours per Helicopter (Primary Authorized Aircraft (PAA)): 31.5 Total TAI Helicopter Years: 830 Total PAA Helicopter Years: 64 Total program acquisition quantity of 23 aircraft is comprised of two test aircraft and 21 operational aircraft. The quantity to sustain encompasses the 21 operational aircraft.

#### O&S Cost Deviation Explanation

## ***Operating and Support Costs - Disposal and Unitized Costs***

### **VH-92A**

#### **Annual Unitized O&S Cost Definition and Calculation Relative to Total O&S Cost:**

The December 2022 SAR is aligned with the FY 2024 budget submission. Aircraft Attrition: 1 aircraft over the life of the program Pipeline Factor: 19% of Total Aircraft Inventory (TAI) Squadrons: Marine Helicopter Squadron One (HMX-1) Helicopters per (active) squadron: 16 Steady State Monthly Flight Hours per Helicopter (TAI): 24.0 Steady State Monthly Flight Hours per Helicopter (Primary Authorized Aircraft (PAA): 31.5 Total TAI Helicopter Years: 830 Total PAA Helicopter Years: 641 Total program acquisition quantity of 23 aircraft is comprised of two test aircraft and 21 operational aircraft. The quantity to sustain encompasses the 21 operational aircraft.

Sustainment Factors	System Name: VH-92A	Antecedent System Name: VH-3D/VH-60N
Quantity to Sustain	21	19
Unit of Measure	Aircraft	Aircraft
Unit Expected Service Life	40	40

#### **Base Year:**

Annual Unitized O&S Cost by Category Base Year \$ Unit:(\$M)	System Name: VH-92A	Antecedent System Name: VH-3D/VH-60N
Unit-Level Manpower	1.7	1.7
Unit Operations	0.6	0.8
Maintenance	3.8	5.7
Sustaining Support	1.3	0.5
Continued System Improvements	2.3	4.4
Other	0.0	0.0
Total O&S	9.7	13.1

#### **Disposal/Demilitarization Cost Estimate**

(Base Year \$Millions)	System Name: VH-92A	Antecedent System Name: VH-3D/VH-60N
Total Disposal	4.2	

Cost Estimate Source - Disposal	
Type:	Program Office Estimate
Approval Authority and Date:	Program Office 12/16/2022
Note:	
The December 2022 SAR is aligned with the FY 2024 budget submission.	



Disposal Cost Notes:
i. \$4.20M BY 2014 ii. \$11.10M TY iii. The disposal estimate was refined at Milestone C to reflect the current demilitarization plan.
Additional O&S Estimate Assumptions:
Total O&S Costs = average annual O&S Cost per aircraft * total aircraft operating years = \$9.716 * 830 = \$8,063.90M BY 2014.
Sustainment Strategy:
The VH-92 program will utilize Organizational, limited Intermediate and Depot level maintenance capabilities. Contractor maintenance will be employed as support for depot level repairables. Aircraft rework will be performed via an organic depot level Integrated Maintenance Program. During sustainment, some in-service engineering support will be provided by the contractor.
Antecedent Estimate Assumptions:
The antecedent system is VH-3D/VH-60N. The Antecedent VH-3D/VH-60N data is representative of FY 2013 to FY 2015 average of Naval Visibility and Management of Operating and Support Cost (VAMOSOC) reported cost data adjusted to reflect VH-92A Planned Flight Hour Utilization and the VH-92A manning. Total Antecedent O&S Costs = Average annual antecedent O&S Cost per aircraft * total aircraft operating years = \$13.063M * 830 = \$10,842.64M BY2014.