DASN (L) PBL Perspective

- Today’s Challenges
- The PBL Solution
- The PBL Process
- Where We Are
- PBL Take Aways

Ready. Resourceful. Responsive!

Presented by:
CAPT Basil Gray
DASN (L)
October 2004
Today’s Challenges

“A Delicate Balance”

<table>
<thead>
<tr>
<th>Legacy Support</th>
<th>Future Readiness</th>
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<tbody>
<tr>
<td><strong>Aging Weapons Systems</strong></td>
<td><strong>Attain Recapitalization Objectives</strong></td>
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<tr>
<td>- Consumption – Up</td>
<td>- Reduce workload</td>
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<tr>
<td>- Reliability – Down</td>
<td>- Focus on savings</td>
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<tr>
<td>- Complex Configuration Issues</td>
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<tr>
<td><strong>Declining Parts Inventories</strong></td>
<td><strong>Transformation</strong></td>
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<tr>
<td>- Obsolescence – Up</td>
<td>- Realign infrastructure</td>
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<tr>
<td>- Funding – Down</td>
<td>- Implement cost-wise readiness</td>
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<tr>
<td><strong>Vendor Base</strong></td>
<td><strong>Movement to TLCSM</strong></td>
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<tr>
<td>- Shrinking and Volatile</td>
<td>- Increase Performance Based Support</td>
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<tr>
<td>- Mergers and Relocations</td>
<td>- Expand to other ILS elements</td>
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Yesterday’s inventory intense and sub-optimized solution no longer an option … need new strategy
**DoD 5000.** PMs shall develop and implement performance-based logistics (PBL) strategies that optimize total system availability while minimizing cost and logistics footprint.

**DoN PBL Guidance.** The Department of Navy’s (DoN) preferred product support strategy is to use PBL. PBL will be implemented when it improves warfighter support and makes good business sense. Regardless, if analysis does or does not support implementing PBL, the decision rationale will be documented and retained in the program office.

**New integrated direction … Total Life Cycle Systems Management (TLCSM)**
Today’s Challenges: TLCSM
Acquisition/Sustainment Model

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Past

Program Manager Role Diminishes

A
Concept & Technology Development

B
System Development & Demonstration

C
EMD, Demonstration LRIP & Production

PM Focus: Performance

LOGISTICS INFRASTRUCTURE

Present

Program Manager Role Continues

A
Pre-Systems Acquisition

B
Systems Acquisition

C
Evolutionary Log Upgrades

IOC

FOC

Operations & Support

Sustainment

CDD

CPD

TLCSM

PM Focus: Support & affordable Performance

Evolutionary Log Upgrades

Critical Design Review

LRIP/OT&E

FRP Decision Review

Pre-Systems Acquisition

Systems Acquisition

Sustainment

ITC

CDD

CPD
Highlights:

• Standing Working Group populated with the right people:
  – Major Systems Commands, N4, N7, N8, FFC, NCCA, HQMC, ASN(RD&A) staff, and NAVICP.

• Implementation Schedule:
  – All ACAT I & II programs were required to implement PBL or provide rationale for not implementing PBL.
  – All programs required to identify PBL level of application with start and completion dates.

• Unique DoN PBL Matrix:
  • Single ILS element for a single component (minimum).
  • Multiple ILS elements for system, subsystem, & component.
  • All ILS elements for an entire system (maximum).
  – Enables PBL strategies to be tailored to fit individual system/subsystem/component.
  – Not one size fits all.
### PBL Application Matrix

**Deputy Assistant Secretary of the Navy (Logistics)**

<table>
<thead>
<tr>
<th>System Level</th>
<th>All ILS Elements</th>
<th>Multiple ILS Elements</th>
<th>Single ILS Elements</th>
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<td><strong>(S1)</strong></td>
<td>All ILS elements for an entire system</td>
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</table>

**Facilitates PBL implementation for all programs (including legacy)**

- DoN PBL Guidance.
- Leverage existing & future NAVICP PBLs.
- Enables increased program participation.
- Goal is to transition from lower right to upper left.
Highlights:
• Articulated the DoN PBL strategy.
• Defined Performance Based Agreements (PBAs).
• Established clear roles and responsibilities.
• Imperative to use sound Business Case Analysis (BCA).
• Designed Weapons System PBL support model.
Weapon System PBL Support Model

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Warfighter

Performance Based Agreement

Program Manager

Product Support Integrator (Private or Public)

Government Entity

Service Agreements

DLA

Direct Vendor Delivery

NAVICP

PBL Component Contract

Naval Depot

Public Private Partnership

ABC Company

PBL for Sub-System
F/A-18 E/F Application of Weapon System PBL Support Model

- Warfighter
- Performance Based Agreement (TBD)
- F/A-18 Program Manager
- Product Support Integrator
- APML

- FIRST (Airframe) Boeing/NADEPs
- Engine General Electric/NADEP Jax
- Aux Power Unit Honeywell/NADEP Cherry Point
- Aircraft Tires Michelin Lockheed Martin
The PBL Solution

A Different Acquisition Strategy

Pre - 1996 1997 - 1999 2000 and Beyond

Traditional Inventory Mgmt

Buying Parts to Address Failure

Supply Chain Management

Attacking Logistic Failures

- Improve Reliability
- Resolve Obsolescence
- Integrate Support Solutions

Managing Supplies

Managing Relationships and Outcomes

- Customer Focused Goals
- Gov’t/Industry Partnerships

Turning to Commercial Best Practices
Alternative logistics support solutions that transfer traditional DoD inventory management, technical support, and supply chain functions to the provider for a guaranteed level of performance at the same or reduced cost.

### PBL Supplier Roles

- Warehousing
- Requirements determination
- Engineering / tech services
- Transportation
- Repair / overhaul / replace decision
- Consumable piece parts
- Obsolescence mgmt
- Configuration control
- Technology / reliability insertion

### Purpose

- Cultivate Long Term Partnerships With Industry
- Reduce Cost
- Lower Response Time
- Lighter Logistics Footprint
- Increase Availability
- Leverage Commercial Supply Chain Solutions
The PBL Solution

Development Process…12-24 Months

Candidate Selection

Business Case Analysis

Negotiate/Award/Track

**Input From:**
- Program Office
- Fleet
- Industry
- ICP “Opportunity Index”

**Focus On:**
- New Systems
- Commercial for Life
- Low Reliability
- Poor Availability
- Obsolescence Challenges
- High Cost/High Demand

**Responsibilities:**

**Government:**
- Must accurately capture & forecast costs of traditional government processes

**Contractor:**
- Proposal in response to SOW
- Incorporate commercial best practices and industry expertise… costing based on the re-engineered process

**IPT:**
- Compares BCAs w/ & w/o PBL

**Focus On:**
- Best Value Support
- Transition Plan
- Performance Tracking
- Program Reviews

Includes Title 10 analysis prior to award
### The PBL Solution

**PBLs: One Size Does NOT fit All ... Each is Unique!**

- **Contract Type:**
  - Fixed, Cost +
- **Length:**
  - 5–15 Years; Base & Option(s)
- **Metrics:**
  - Availability, Reliability
- **Incentive:**
  - Profit tied to performance
  - Award fees
- **Risk Sharing:**
  - Ramp-up Periods
  - Exit Provisions
  - Gain Sharing
- **Obsolescence Management**
  - Product life cycle mgmt
  - Proactive approach

- **Long Term Partnerships:**
  - Promote Supplier Investment
  - Technology Infusion
  - Enable Supplier ROI
- **Best Business Practices:**
  - Six Sigma
  - Lean Logistics
  - Theory of Constraints
- **Focused on Performance**
  - Right behavior incentivized
  - Better performance, more award
- **Tracking**
  - Joint Review Boards
- **DLA Involvement**
  - Markets self as Best value provider

**Procuring Supply Chain Performance ... NOT just parts**
The PBL Process

Integrated Product Team

- Customers
- Program Manager
- Inventory Manager
- Supplier
- Logistics Manager
- Contracting Officer
- Govt Repair Depot
- Counsel
- DLA
- FMS Customers
- Comptroller
- Engineer
- Cost Analyst

Share Lessons Learned

Engage stakeholders early in the process
Key considerations on every PBL:

- **Scope** … definition of scope … mutual understanding of scope
- **Universe of items to be covered** … understanding of current support posture and implications to desired performance requirements
- **Affordability** … available funding … a direct impact on scope
- **Stakeholder concerns** … Fleet / DLA / FMS / organic depots / Small Business / Interservice customers
- **Core determination** … partnership considerations
- **Cash flow**
Where We Are

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42K Items, 12% of total obs Covered

A Reengineering Tool to Improve Readiness/Sustainment
Where We Are

PBL Successes ... A Sampling

Improved Availability:  
CIWS ... was 80%, now 89%  
F-14 Targeting System ... was 73%, now 90%

Better Response:  
F/A-18 Stores Mgmt System ... Customer Wait Time (CWT) was 47 days, now 7  
Auxiliary Power Unit (APU) ... CWT was 35 days, now 6 ... RTAT was 162 days, now 38

Guaranteed Reliability:  
Radar Warning Receiver ... 53% increase  
H-60 FLIR ... 40% increase

Reduced Inventory:  
Tires ... no inventory, no warehouse costs  
APU ... 40% inventory decrease

Making Steady Progress ... Continuing to “Raise the Bar”
Where We Are

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(Logistics)

**Partnership**

**H-60 FLIR**
- $123M contract w/ 5-yr base & five 1-yr options
- Partnership w/ NADEP Jacksonville
- Covers 3 FLIR components … turret, electronic unit, hand control
- 100% (IPG 1) & 90% (IPG 2-3) availability
- Reliability growth
- Obsolescence mgmt
- Inventory mgmt … rqmts determination

**TLCSM**

**F/A-18E/F FIRST**
- Over 100 systems
- 131 suppliers: 15K parts
- Inventory management / warehousing / MIS / engineering
- Reliability improvements
- Teaming with 3 NADEPs
- 85% availability vs 67% for F/A-18 C/D
- BCA savings of $52.4M over 5 years

**DDG Flt IIA REEFER**
- 38 units (2 per 19 ships)
- 1 integrator w/sub to OEM
- All ILS elements managed by Bath Iron Works
- Availability & reliability improvement plan
- Multiple funding line: first 2 years PEO Ships & ICP; next 3 years includes Fleet
- 100% availability and reliability
PBL Take Aways

Buying weapon system performance…
buying optimized logistics support

• **Aggressive Growth** … *PBL is the “fabric of our being”*

• **Early Involvement** … *TLCSM “cradle to grave” team approach*

• **Accelerate Process** … *improve collaboration…beat 12-24 mos.*

• **Improve Reliability** … *cost-wise readiness*

• **Public / Private Partnerships** … *they work … better output*

Acquisition  
System acquisition linked with follow-on sustainment  
Sustainment
The Supply Chain Solutions website is a primary source of information on Performance Bases Logistics and Business Case Analysis. For example:

- Frequently Asked Questions
- PBL Support Guidance
- PBL and BCA Fact Sheets
- Sample Statements of Work
- Sample OA PBL Board Presentations
- Sample BCAs

Website Address:
or
http://www.boss3.navy.mil
Back Up
### Aviation Awarded PBLs

<table>
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<tr>
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<td>3 Lear</td>
<td>H-46 AHRS</td>
<td>Sep-97</td>
<td>M</td>
<td></td>
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<td>4 NWS Crane</td>
<td>P-3 SSIP</td>
<td>Oct-97</td>
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<td>5 Testek</td>
<td>SE AGTS</td>
<td>Apr-98</td>
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<td>6 GE Strother</td>
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<td>7 GEC Marcon</td>
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<td>8 Sikorsky</td>
<td>H-60 Damper</td>
<td>Mar-99</td>
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<td>9 Rolls-Royce</td>
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<td>11 Smith Ind.</td>
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<td>14 Deval</td>
<td>SE AHE</td>
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<td>15 Dyncorp</td>
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**Aviation PBL Initiatives In Work**

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