

# *Warner Robins Air Logistics Center*



## *AIC Discussion*

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1 September 2011



# ***WR-ALC*** ***Vision & Focus***



*Warner Robins Air Logistics Center*

## **Vision:**

**A “World-Class” Center of  
Acquisition & Sustainment Excellence**

## **Focus:**

- **Exceed Warfighter & Customer Expectations**
  - **Lead DoD in Cost Management**
- **Re-energize & Sustain Continuous Process Improvement**

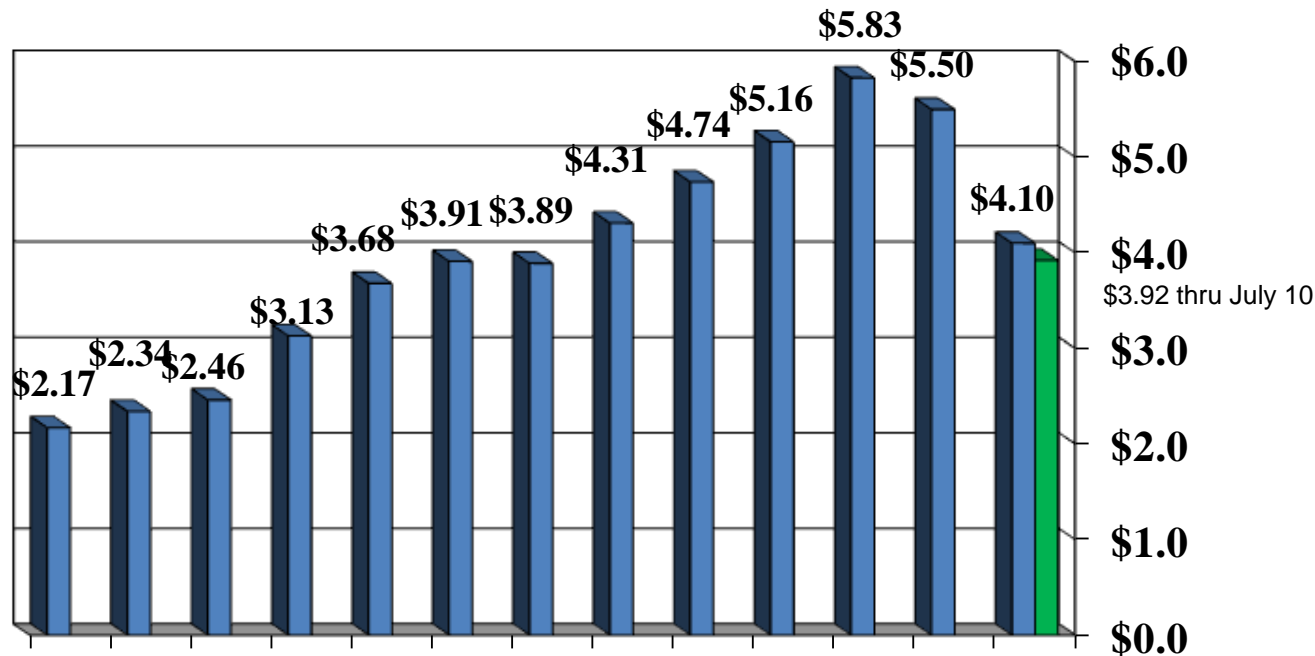


# Contracts Awarded

includes Central, Operational, and Newark  
\$ Billions



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FY99 FY00 FY01 FY02 FY03 FY04 FY05 FY06 FY07 FY08 FY09 FY10 FY11







thru Jul 11



# Trends



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- Reviews  MIRTS, OSD Peer Reviews
- DCAA Audit Time  Average 92 days
- Protests  20 so far – only 2 Business Size Sustained
- Proposal Times  estimated 50% increase sole source
- Proposal Reject Rate 
- Small Business Performance 



# Changes and Dichotomies



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## ➤ Changes

### Then

Best Value (past perf/tech) Focus

FFP

Execute Within Time Limit

SB Set Aside

Commercial Catalog Pricing

Certified PR Before RFP

### Now

Price Focus

FPI

First Year of Availability

Sub Tier Parity

Other Cost/Pricing Data

Money in the Budget

## ➤ Dichotomies (real or perceived)

Rapid Acquisition - Raising Thresholds and Reviews

Simplify Source Selection - Ensuring Quality Products



# ***FAR 1.102 Guiding Principles***



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- The Vision for the Federal Acquisition System is to:
- deliver on a timely basis the best value product or service to the customer
  - while maintaining the public's trust and fulfilling public policy objectives



# The Federal Acquisition Process



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## ➤ The Federal Acquisition System Will:

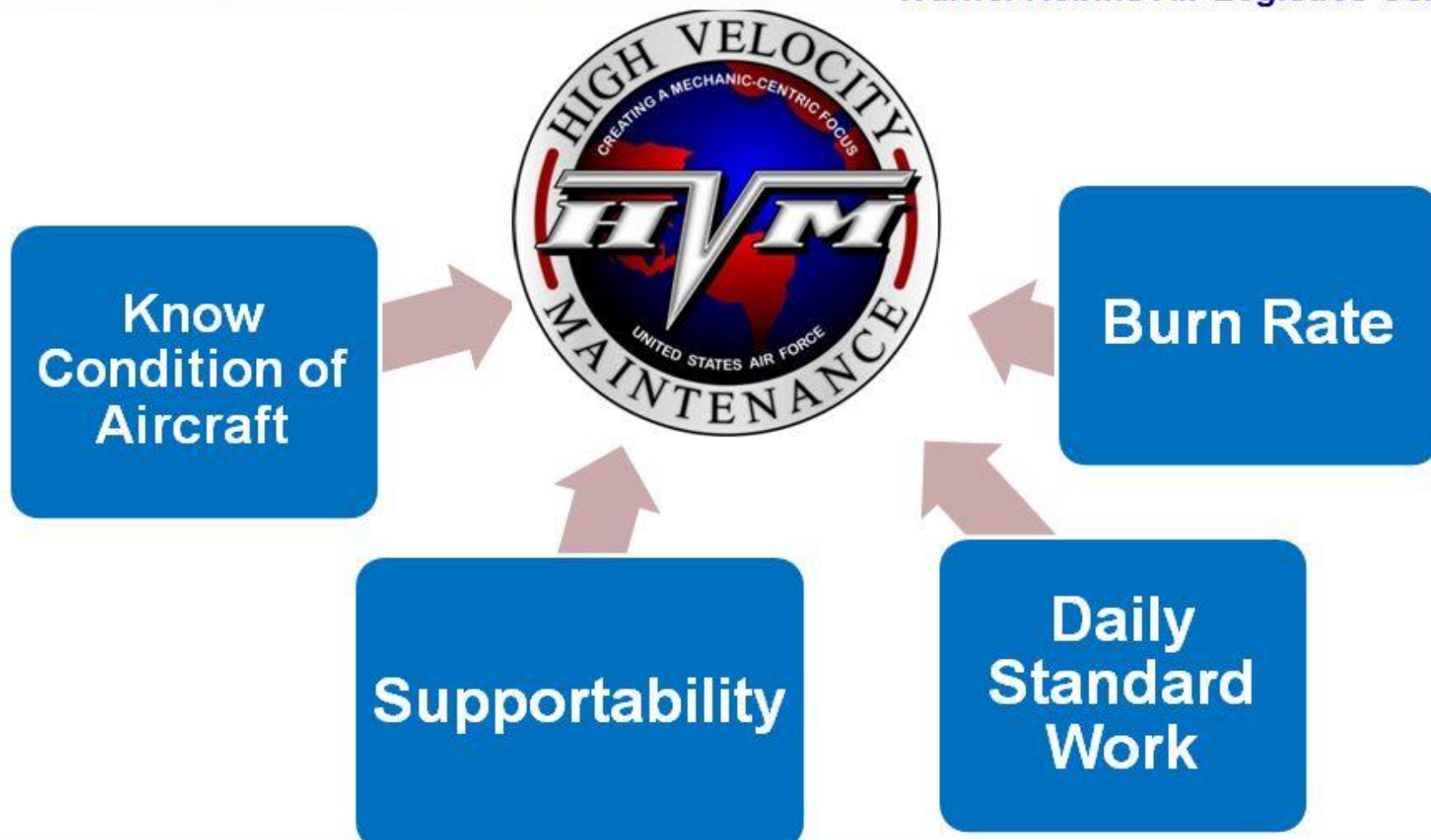
- Satisfy the customer in terms of cost, quality, timeliness...by
  - Maximize the use of commercial products and services
  - Use contractors who have a proven track record of performance...
  - Promote competition
- Minimize operational cost
- Conduct Business with integrity, fairness and openness; and
- Fulfill public policy objectives



# Primary Tenets of HVM



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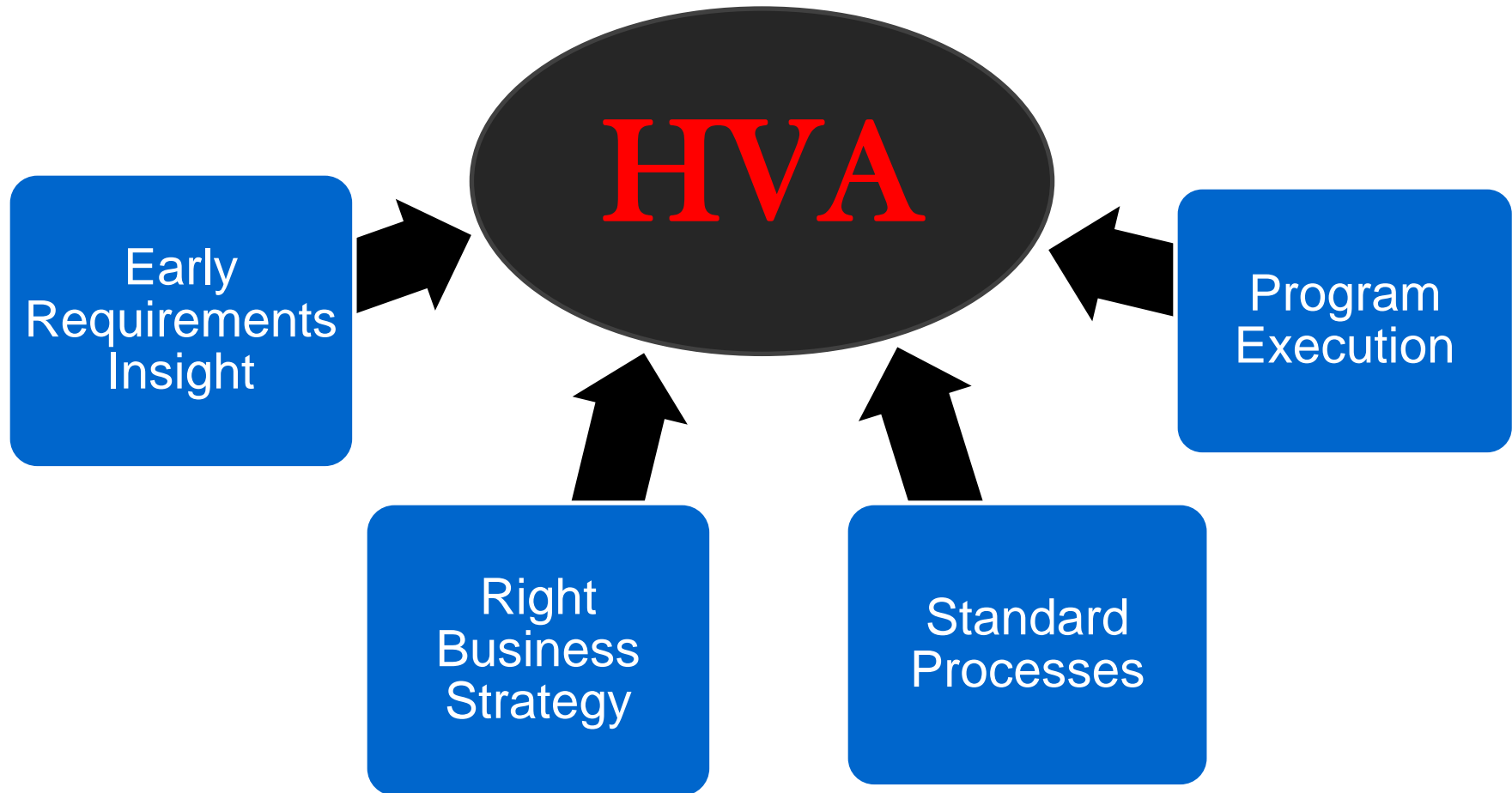
*People First...Mission Always*



# High Velocity Acquisition Tenants



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**People, Processes, Tools/Training, Communications**



# High Velocity Acquisition



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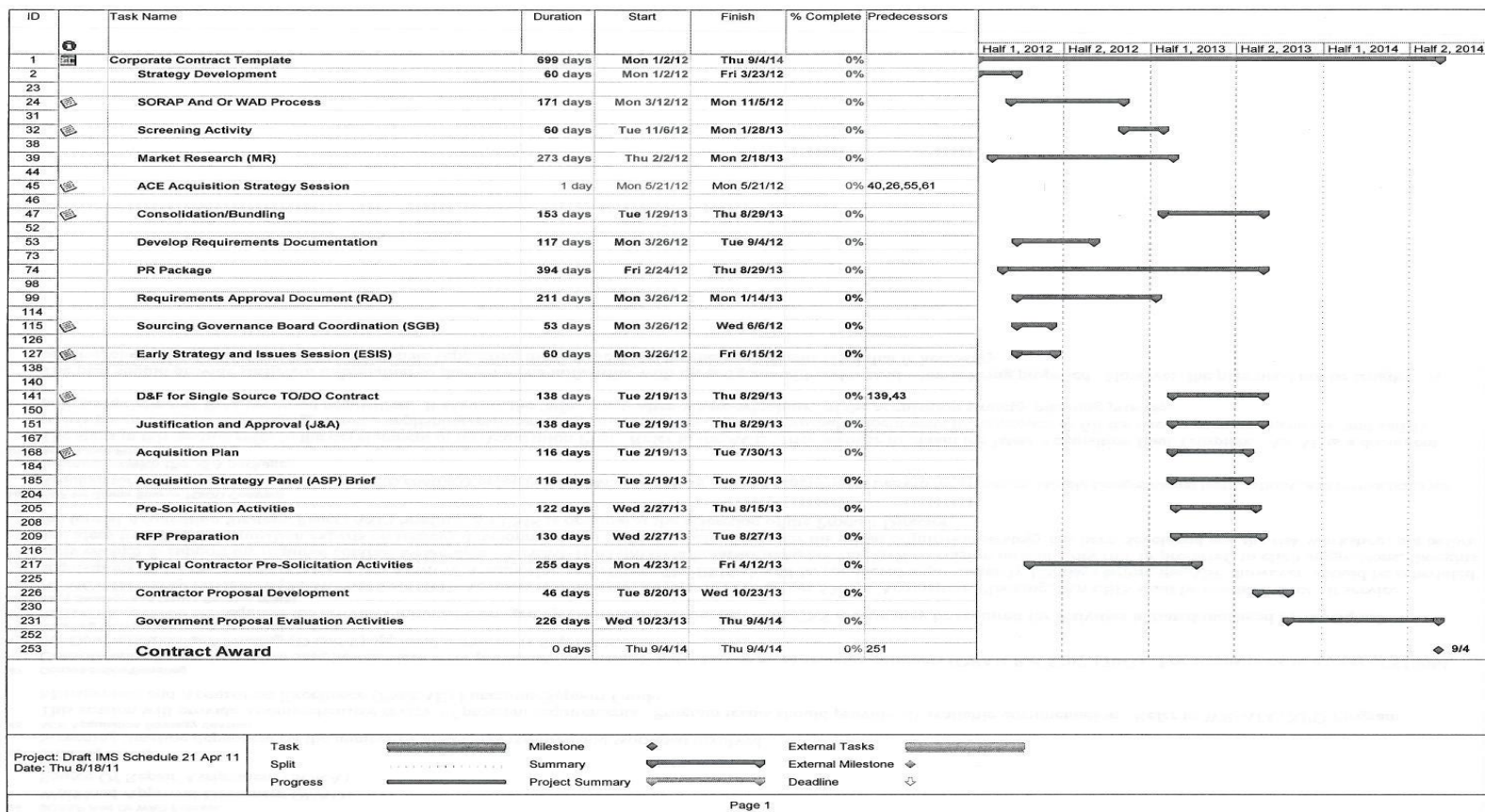
- An initiative to streamline and accelerate the process of delivering required capability to the warfighter, on time on cost
- High Velocity Acquisition will:
  - Examine all processes impacting the acquisition cycle from requirements through contract award
  - Build a framework for standard work from requirements identification to contract award
  - Provide a predictable, framework for making the right decisions, at the right time more rapidly
  - Lead to earlier execution of program dollars



# Sample Milestone Schedule



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699 Day Process



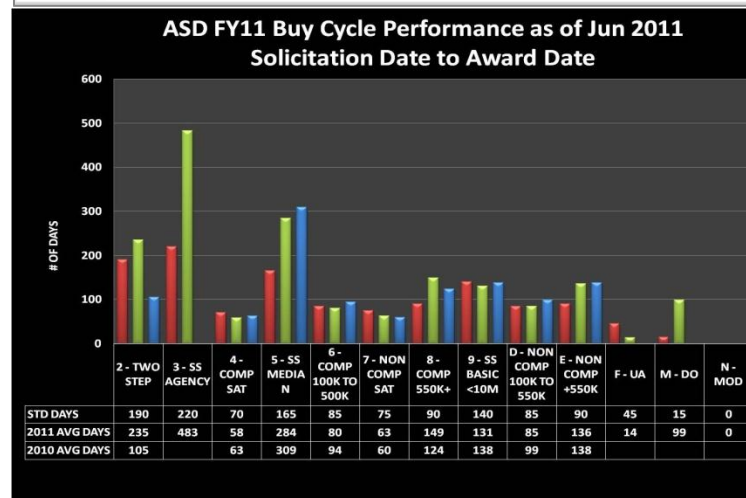
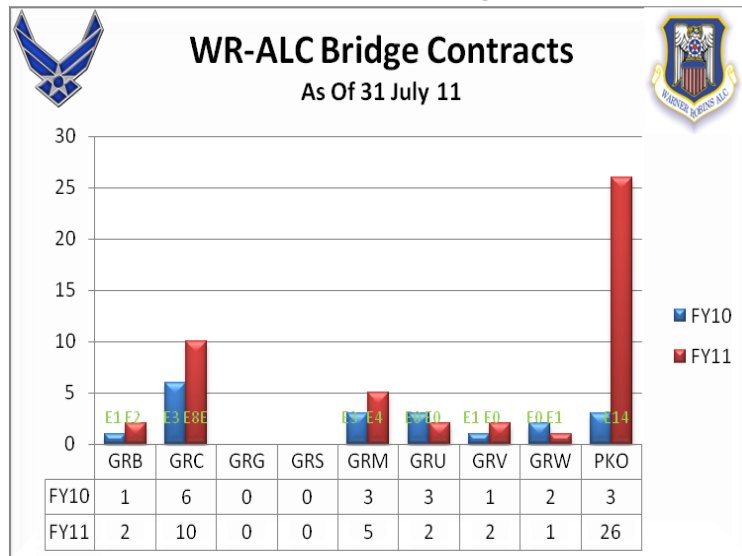
# Call to Action



## Warner Robins Air Logistics Center

No measure nor tracking of the entire acquisition process from Requirement start (TBD) to contract award

- Increasing number of bridge contracts
- Loss of \$14M (this year to date – June) due to slow execution against goals
- Contracting lead time metrics inaccurate
- Actual CALT untenable with AF execution goals
- No measure of time from “known” requirement to ready PR
- Stovepipe ownership of processes—Measure of Merit = Execution
- Multiple VSM and Events—no improvement





# Key Milestones



## Warner Robins Air Logistics Center

<b>Sole Source</b>	
Defined Requirement	Jan-10
J&A	Apr-10
Purchase Request Package	May-08
Acquisition Planning / Strategy	Jul-10
Request for Proposal	Jul-08
Proposal Received	Sep-10
Technical Review / Pricing / Audit	Oct-10
Negotiations	Oct-10
Final PNM / Clearance	Nov-10
Contract Award	Nov-10

<b>Competitive</b>	
Defined Requirement	Feb-07
Acquisition Planning / Strategy	Dec-07
Purchase Request Package	Feb-08
Request for Proposal	May-08
Proposal Received	Jul-08
Competitive Range - 4 Rounds of EN's (Mar 09 -Jul 10)	Mar-09
Final Proposal Revisions / Clearance	Sep-10
Source Selection Authority	Sep-10
Contract Award	Sep-10



# Value Stream Maps



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**Sole Source Process**  
- 12 Months to Contract Award

**Competitive Process**  
- 3.5 Years to Contract Award

**Sole Source**  
- 138 Touches  
- 67 People

**Competitive**  
- 195 Touches  
- 51 People



# Event Outcomes



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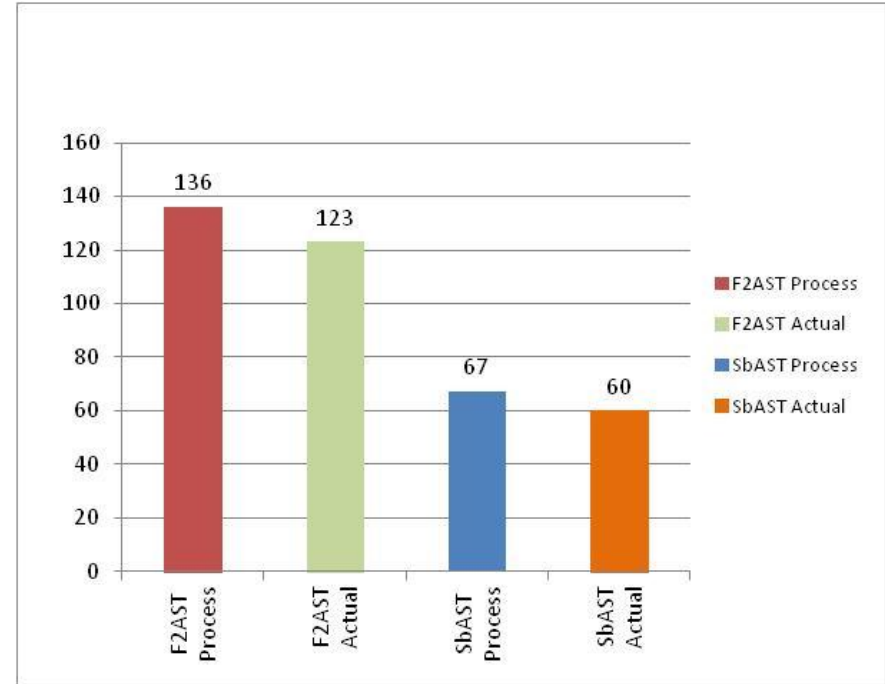
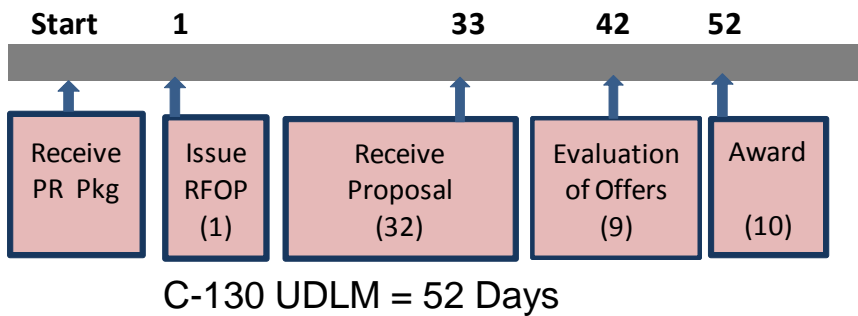
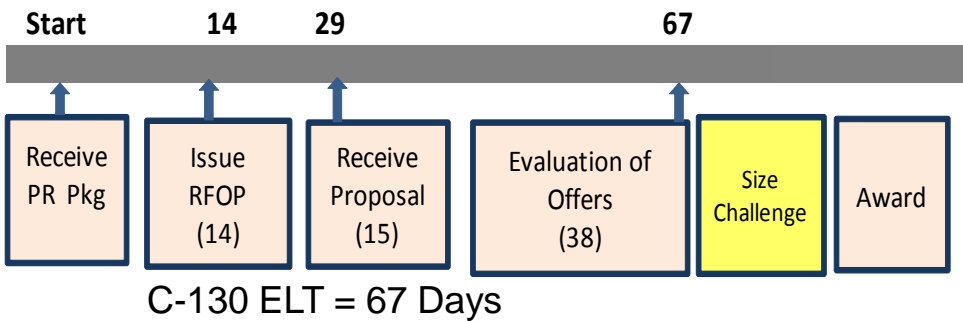
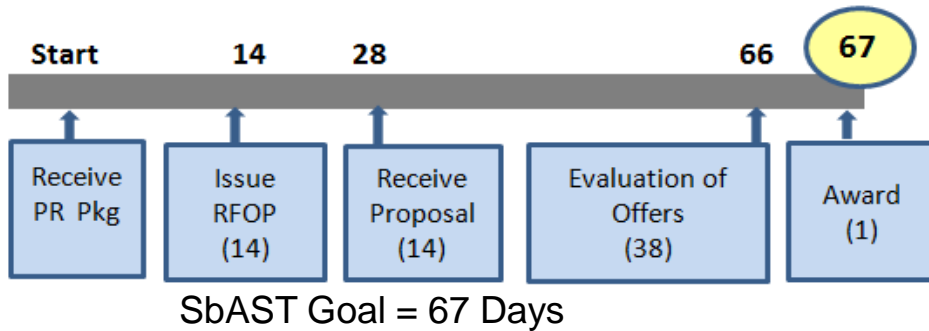
- Lots of opportunity for improvement
- Virtually all process requirements not driven at the local level, implementation approach is
- Done events before but changes not lasting
- No process owner...everybody is a process owner
  - Everybody can input steps without consideration
- Need to focus resources and effort up front
  - Need to improve J&A process/training
  - Need to improve Market Research process/training
- Need to get industry insight
  
- **Acquisition team not all working with both FAR purposes in mind**



# SbAST - Process



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**SbAST First Two Orders within Goal**



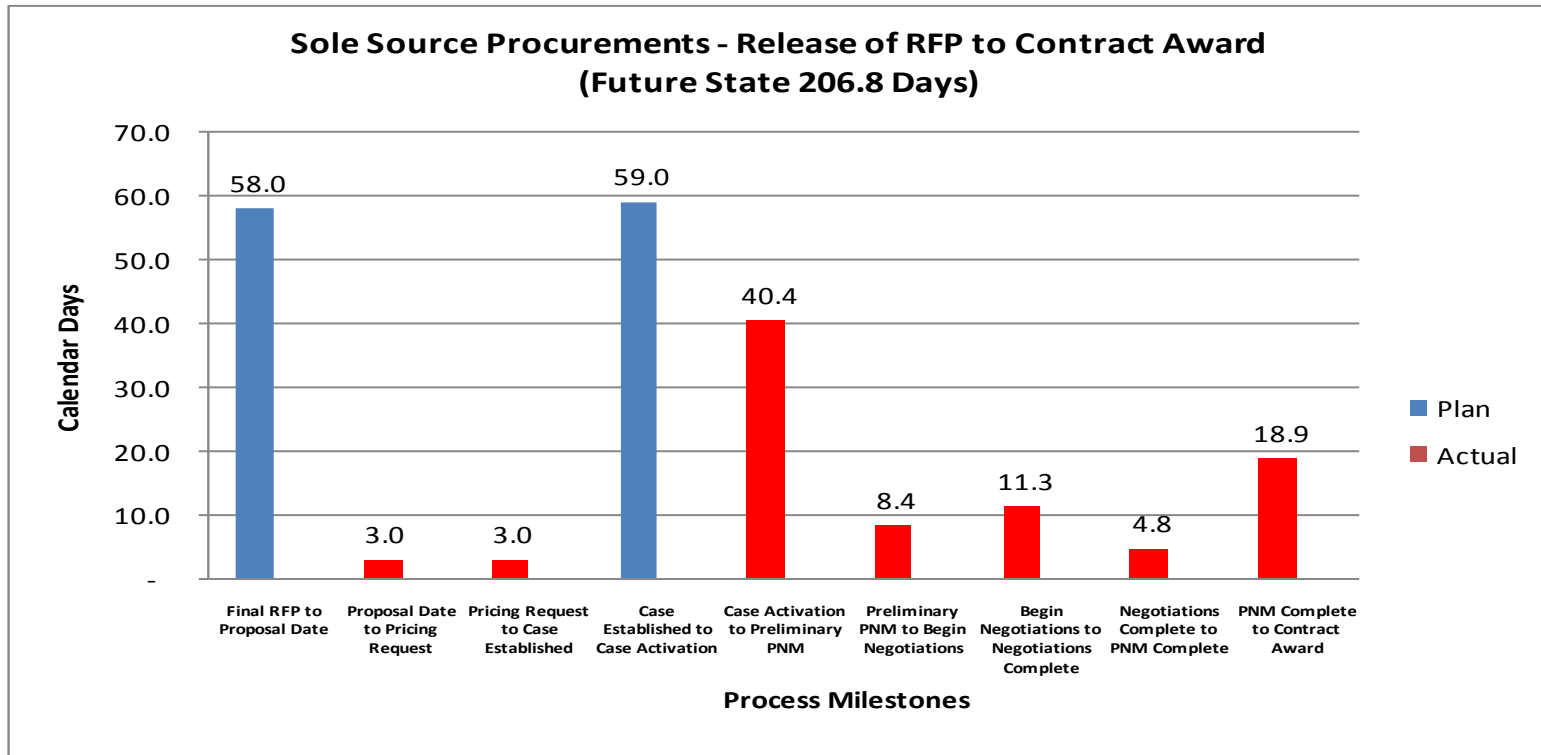
# Sole Source Process

## Item 7: Confirm Results & Process



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Reduction of 12.1 days in Future State Process



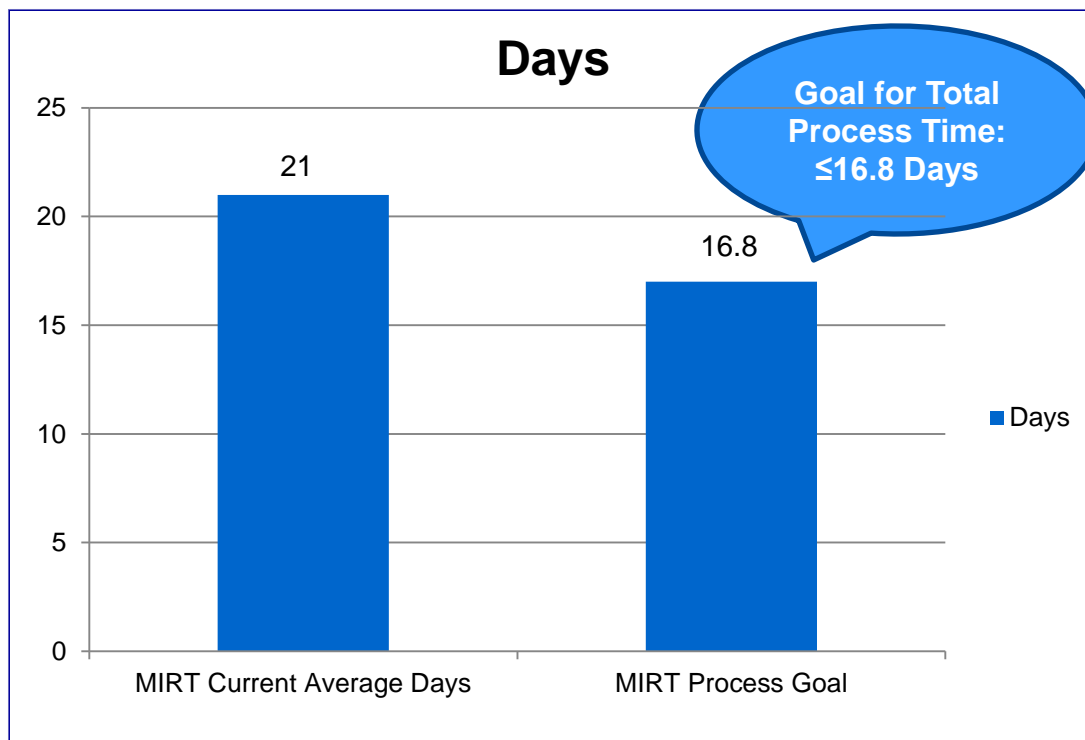


# MIRT Item 3: Improvement Target



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20% Reduction in MIRT Process days or 4.2 days by 30 Sept 11





# Government Contracts?



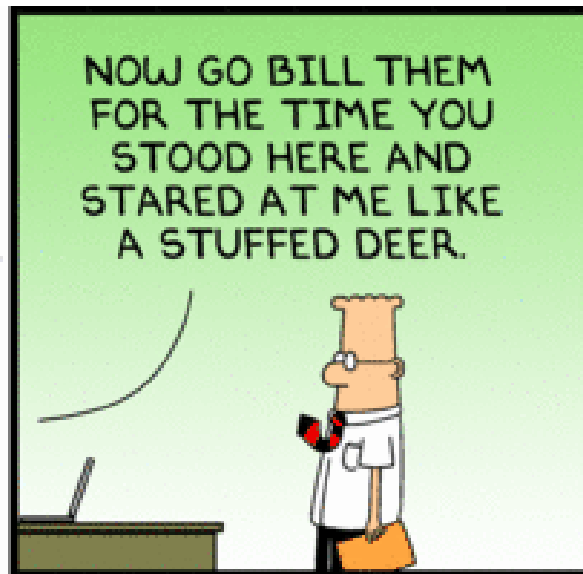
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# *High Velocity Acquisition*



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## Discussions/Questions