# Industrial Capability & Material Readiness

Jim Buchanan & Steve Roadfeldt Industrial Capability & Warstopper Program

Ronnie Favors

Defense National Stockpile Center (DNSC)



# Agenda

## Industrial Capability Readiness

- The Surge and Sustainment (S&S) Process
- Electronic Capability Assessment Plan
- Warstopper Program
- Execution Warfighter Support

## Strategic Material Readiness Initiatives

- Strategic Metal Buffer
- Defense National Stockpile Center

#### **Industrial Capability & Material Readiness**

#### **INDUSTRIAL CAPABILITY**

# Surge and Sustainment

**DEFENSE MILITARY DEFENSE LOGISTICS SERVICES INDUSTRY AGENCY Capability** Go-to-War Capacity **Needs GO-TO-WAR PLANNING PRODUCTION INVENTORY & PROCUREMENT** (MATCHING) **WARFIGHTING CAPABILITY** 

SUSTAINMENT

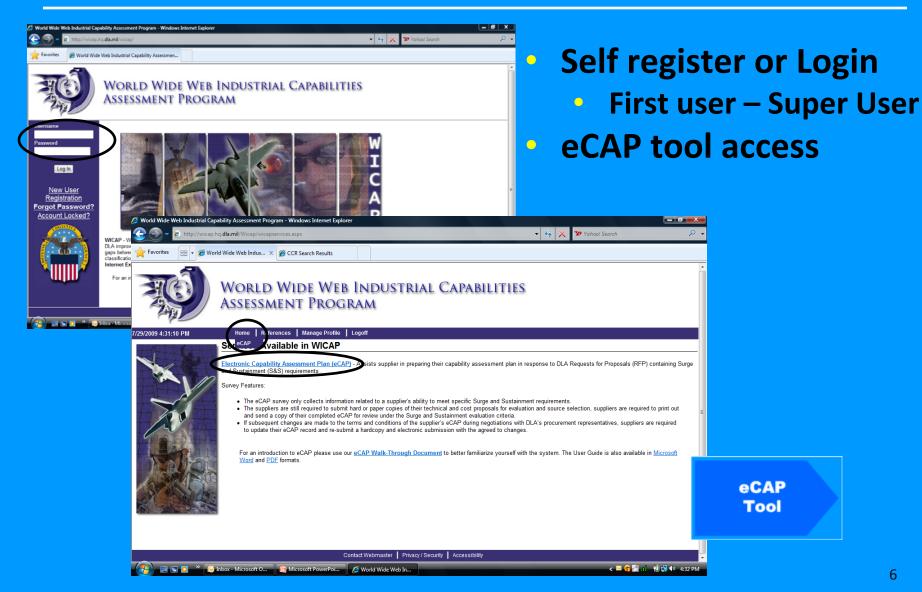
## **Electronic Capability Assessment Plan**

System Login

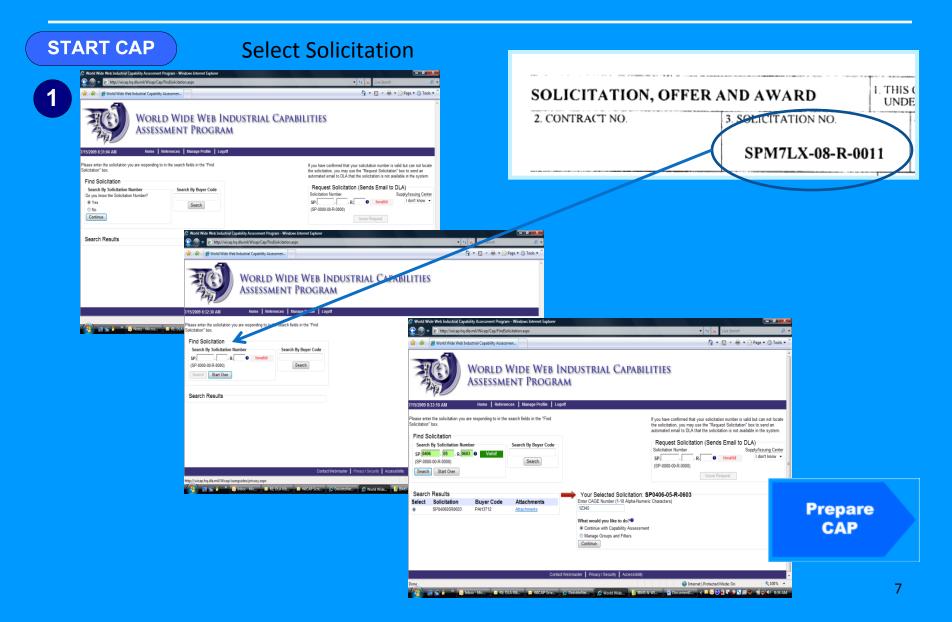
eCAP

- Select solicitation
- CAP data collection process report:
  - Capability to deliver Services' go-to-war requirements
  - Production constraints preventing requirement delivery
  - Opportunities and costs to mitigate constraints
- Summarize data
  - Review
  - Print
  - Submit

# eCAP - Login



## eCAP - Select Solicitation

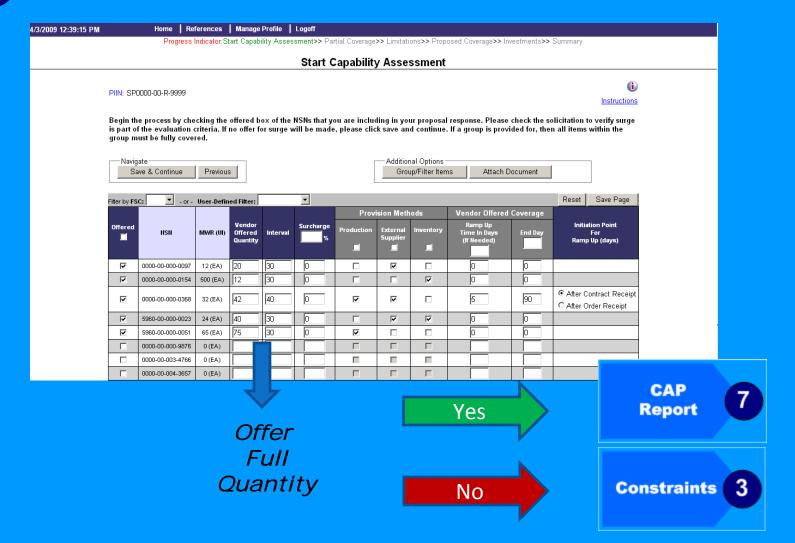


# eCAP - Identify Capability

2

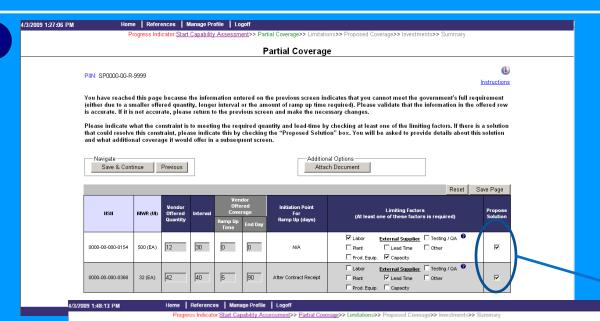


#### **Start Capability Assessment**



## eCAP — Constraints

3



4

PIN: SP0000-00-R-9999

#### Limitations

You have reached this page because the information entered on the previous screen indicates that you cannot meet the government's full requirement (either due to a smaller offered quantity, longer interval or the amount of ramp up time required). Please provide more details describing your Additional Options Save & Continue Previous Attach Document Reset Save Page Limiting Factor Detailed Reason (required) You have 917 characters remaining xternal Supplier eadtime Prepositioning critical lead time components will increase DBI's amounts available. You have 982 characters remaining Labor Strike resolution. External Supplier You have 976 characters remaining Capacity No longer served by DHL. Contact Webmaster | Privacy / Security | Accessibility

#### **Solution Available**

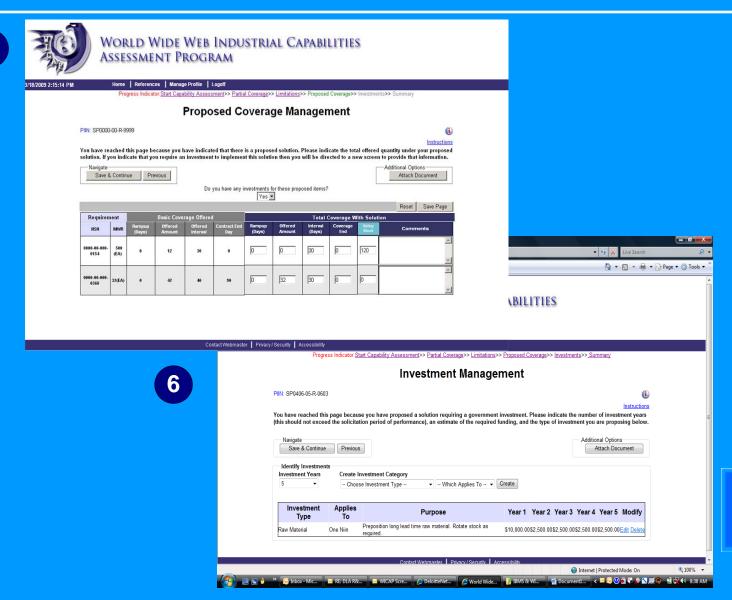
Proposed 5

Or

CAP Report

# eCAP - Proposed Solution

5



CAP Report

# eCAP - Summary

7

#### **CAP Summary**

Company Name: Bearing Point
CAGE: 54321
Date Completed: 3/18/2009
Completed by: Joe Vendor
Solicitation Number: SP000000R9999

(Formerly PIIN)

4

#### Part 1 - S&S Coverage Capability

Additional quantities of an item that must be shipped to DLA for each 30-day period, assuming you receive the order up to the full quantity at the beginning of each period.

| NSN/GROUP        | MWR | UI | Offered<br>Amount | Offered<br>Interval | Ramp Up Time In<br>Days (If Needed) | End Days | Initiation Point<br>For Ramp Up<br>(days) | Surcharge | Provision<br>Methods             | Limitations        |
|------------------|-----|----|-------------------|---------------------|-------------------------------------|----------|---|-----------|----------------------------------|--------------------|
| 0000-00-000-0097 | 12  | EA | 20                | 30                  | 0                                   | 0        | N/A                                       | 0         | External Supplier                |                    |
| 5960-00-000-0023 | 24  | EA | 40                | 30                  | 0                                   | 0        | N/A                                       | 0         | External Supplier,<br>Inventory  |                    |
| 5960-00-000-0051 | 65  | EA | 75                | 30                  | 0                                   | 0        | N/A                                       | 0         | Production                       |                    |
| 0000-00-000-0154 | 500 | EA | 12                | 30                  | 0                                   | 0        | N/A                                       | 0         | Inventory                        | Labor,<br>Capacity |
| 0000-00-000-0368 | 32  | EA | 42                | 40                  | 5                                   | 90       | After Contract<br>Receipt                 | 0         | Production,<br>External Supplier | Leadtime           |

- Review
- Edit
- Print
- Submit with Offer

#### Part 2 - Description of Constraints

The Offeror certifies that the constraint is factual.

| Catagory                   | Constraint Description   |
|----------------------------|--|
| External Supplier Leadtime | Prepositioning critical lead time components will increase DBI's amounts available |
| Labor                      | Strike resolution.   |
| External Supplier Capacity | No longer served by DHL.   |

#### Part 3 - Proposed Solutions & Government Investments Required to Obtain S&S Coverage Capability

#### Part 3.1 - Coverage to be Gained

The Offeror certifies that they cannot deliver the stated quantities according to the surge delivery schedule without implementing the proposed solution. The Offeror also certifies that the solution offered is the most efficient method to resolve the S&S capability shortfall. If a government investment is required it is indicated in Section 3.2.

Numbers reflect data after the Proposed Solution is implemented.

| NSN/GROUP        | MWR | UI | Amount | Interval | Rampup<br>Time | End Days | Safety Stock | Comments |
|------------------|-----|----|--------|----------|----------------|----------|--------------|----------|
| 0000-00-000-0154 | 500 | EA | 0      | 30       | 0              | 0        | 120          |          |
| 0000-00-000-0368 | 32  | EA | 32     | 30       | 0              | 0        | 0            |          |

#### Part 3.2 - Funding Requirement to Obtain S&S Coverage

Costs applicable to coverage gained on items in Part 3.1.

#### Investment Cost Details

|                           | Purpose    |          |          |        |        |        |        |        |        |        |        |        |
|---------------------------|------------|----------|----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Long Lead-Time Components | sadfhisykg | One Niin | \$500.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |

#### Part 4 - Group Items Detail

Here is a break down of which items are incorporated into the groups mentioned above.



#### Part 5 - Uploaded

Files

There are no Uploads for this Cap

Shortfall (Warstopper)



- Provide incentives for lean manufacturing initiatives
- Provide industrial equipment
- Stage raw material and subcomponents
- Industrial base maintenance contracts to maintain domestic industry
- Supplement vendor's inventory to guarantee access to commercial inventory





**Class IX - Batteries** 

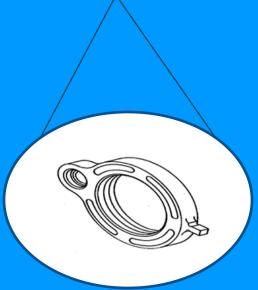


**Operational Rations** 



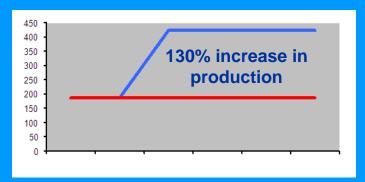
Class IX
Cesium Lamp





Hydraulic Motor Transmission Race

- Critical transmission part for the Bradley
   Fighting Vehicle (BFVS) requires special steel
- BFVS transmission cited as number 2 of top 5
   Army readiness drivers
- Pre-positioned raw material and material rotation reduced the lead time for 571 to 77 days
- Reduced backorders



Wartime Demand Surged <u>1300%</u> above peacetime levels





Aircraft Hydraulic Tubing

- 84 different, low peacetime demand hydraulic tubes
- Tubes share similar components and manufacturing processes
- Contractor increased raw material safety stock at no cost
- Reduced Production Lead Time form 508 to 129 days and 75 days in Wartime

Surged 1000% above peacetime levels



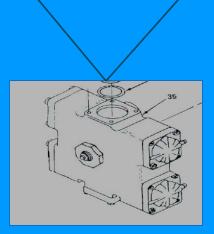


**Cesium Lamp** 

- Cesium lamp defeats Infrared (IR) missiles
- Low peacetime demand/High Wartime demand
- Staged raw materials & subassemblies at BAE
- Reduced Production Lead Time from 360 to 30 days (Sapphire crystal has 4-month lead time to "grow" in lab

Reduced backorders in ½ over 6-months





**Diaphragm Assembly** 

- Critical valve system used on Reverse Osmosis Water Purification Unit (ROWPU)
- Sole source manufacturers' plant was destroyed by Hurricane Katrina – lost item production ~ 1 year
- Urgent request from Iraq for help with this part to keep systems running
- Surge & Sustainment coverage kept24 ROWPUs operating

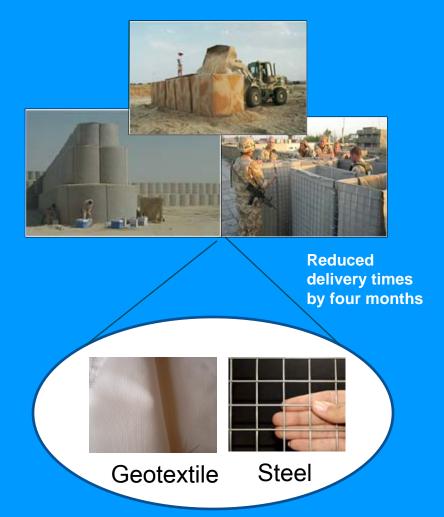
Continuity in water supply for troops in theater



Reduced production lead time – 200 to 63 days



Nut, clip-on



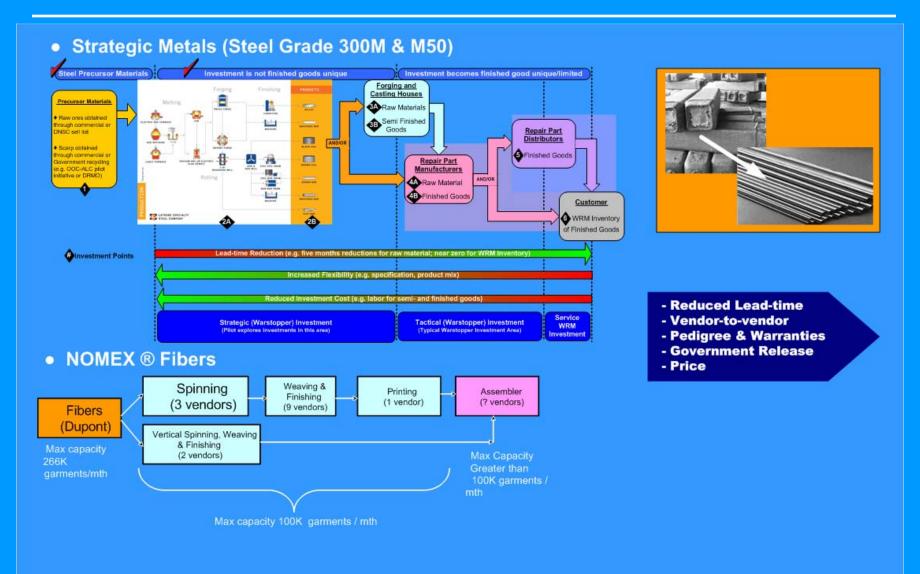
Industrial Capability & Material Readiness

# STRATEGIC MATERIAL READINESS INITIATIVES

# Strategic Material Readiness Initiatives

| AREA              | WARSTOPPER Strategic Material Project                                | DNSC<br>Strategic Material Security Program   |
|-------------------|--|---|
| Focus             | Wartime Surge & Sustainment  | Peacetime & Wartime   |
| Level             | Sustainment  | <ul><li>Weapon System</li><li>Sustainment</li></ul>   |
| Scope             | DLA Procured Items   | <ul><li>DOD</li><li>Essential Civilian</li></ul>  |
| Primary<br>Method | Vendor-to-Vendor   | <ul> <li>Vendor-to-vendor managed inventory</li> <li>Right to recover</li> <li>Government Furnished Property</li> <li>Right to buy</li> </ul> |
| Expertise         | <ul><li>Procurement</li><li>Finished product supply chains</li></ul> | <ul><li>Procurement</li><li>Material Supply Chains</li></ul>  |

# Strategic Material Project



## Strategic Material Project – Execution

- Interim procedures established –
- Material ready for GBM approved release as vendor-to-vendor sale
- Developing pilot execution test plan

| Material Type                           | Maximum<br>Lead-time | Applications    | Specifications   | Pert numberly and Claimtry (to be produced from release quantity)     If proprietary, indicate in respect     The clibb will review, musth against buffer against the fire against the produced from release approval (pipcially within 3-bolines during). If a various without you required, buffer field from grid prices options and the evider.  The clibb will be considered to the clibb fire grid prices options and the product of the evider and expert reveiles to clibb via email. If carcellation of a value is the equired, the evider recolfres the clibb via email. If carcellation of a value is the equired, the evider recolfres the clibb via email. If carcellation of a value is the equired, the evider recolfres the clibb via email.  **Contact Government Buffer Manager for other bearing manufacturer specifications are required.** |  |  |  |
|---|----------------------|-----------------|--|---|--|--|--|
| 300M Billets                            | 10 - weeks           | Landing<br>Gear | 7-26, C05-1190, C  | 5417, AMS 6419, BMS<br>CE-0896, CPS 4911,   |  |  |  |
| 300M (Round bar –<br>BAE added testing) | 18 - weeks           | Torsion Bars    | DMS 1935, GM 1012, IGQ 41-11, LAT<br>1.9042, MIL-S-83135, MIL-S-8844, MTL<br>1201, S155, ZFNL 9207 |   |  |  |  |
| M50 (2.76 - 8"<br>Diameter)             | 14 - weeks           | Bearings        | DMD 119-20, EM   | 200, CPW 378, D1198,<br>S 52491, GE C50TF56,  |  |  |  |
| M50 (0.5 -2.75"<br>Diameter)            |                      |                 | KBM250, MSRR 6083, PWA 725, PWA 793 and others   |   |  |  |  |

| The SMD forme  | ly the Strategic Met   | al Buffer Pilot (SMI   | BPI. has awarded a contract to Latrobe Specialty Steel Company   |
|--|--|--|--|
|  |  |  | M and MSO grades of specialty steel. The material is available for   |
|  |  |  | ment Furnished Material (GFM) and all warranties and title transfer t  |
|  |  |  | ne vendor's contract with Latrobe.   |
| Material A   | zailable   |  |  |
| The material is a  | vallable to Departme   | nt of Defense (Do  | D) manufacturers with valid DoD contracts requiring expedited  |
|  |  |  | oduced from established intermediate products (ingots and billets) as  |
|  |  |  | may be less depending on the final product required. The listed  |
|  |  |  | ed for other applications.   |
|  |  |  |  |
| Material Typ   | e Maximum<br>Lead-time   | Applications   | Specifications   |
| 300M   |  | Landing Gear   | AMS 6257, AMS 6417, AMS 6419, BMS 7-26, C05-1190, CE-0896, CPS   |
|  | 10 weeks   |  | 4911, DMS 1935, GM 1012, IGQ 41-11, LAT 1.9042, MIL-S-83135,<br>MIL-S-8844, MTL 1201, S155, ZFNL 9207  |
| 300M (BAE  |  | Torsion Bars   | AMS 6257, AMS 6417, AMS 6419, BMS 7-26, COS-1190, CE-0896, CPS   |
| additional testing   | ) 18 Weeks   |  | 4911, DMS 1935, GM 1012, IGQ 41-11, LAT 1.9042, MIL-S-83135,   |
|  |  |  | MIL-S-8844, MTL 1201, S155, ZFNL 9207  |
| M50 (2.76 - 8"   | 14 Weeks   | Bearings   | AMS 6491, CFR 5200, CPW 378, D1198, DMD 119-20, EMS 52491, GE<br>CS0TFS6, KBM2S0, MSRR 6083, PWA 725, PWA 793 and others <sup>1</sup>  |
| Diameter)  |  |  | CSOTFS6, KBM2S0, MSRK 6083, PWA 725, PWA 793 and others'   |
|  |  |  |  |
| M50 (0.5 -2.75*<br>Diameter)   | 14 Weeks   | Bearings   |  |
| Diameter)  | 14 Weeks   | Bearings   |  |
| Diameter) Terms  | 14 Weeks   |  |  |
| Diameter) Terms Material pricing   | 14 Weeks   | ontract(s) with Lat  | robe. If you do not have an existing contract, request a quote to  |
| Diameter) Terms Material pricing   | 14 Weeks   | ontract(s) with Lat  | robe. If you do not have an existing contrast, request a quote to<br>on a Latrobe-to-vendor basis and are not GFM.   |
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# National Defense Stockpile - History

- Shortages of WWI War Industries Board recommends setting aside critical materials
- National Defense Stockpile (NDS) Program 1939
- Executive Order 12626 designated the Secretary of Defense as the "Stockpile Manager"
- Fiscal Year (FY) 1994, Congress authorized the sale of excess NDS inventory
  - Since 1994, commodity sales have totaled approx \$7B
  - Market value of remaining NDS inventory is approx \$1.6B
- 2006, concerns raised about DOD's ability to supply material for defense programs given current market conditions & increasing reliance on foreign sources of supply



# National Defense Stockpile - ?

- In 2006, House Armed Services Committee (HASC) asked for review of DOD policy to dispose of NDS materials
- In 2007, Independent Study conducted by National Materials Advisory Board (National Academy of Sciences)
- In 2008, Senate Appropriations Committee (SAC) asked DoD to:
  - Describe materials critical to strategic defense interests
  - Describe domestic suppliers and their reliance on foreign sources of production
  - Describe foreign countries' efforts to stockpile critical material
  - Describe steps to ensure availability during protracted conflict
- In 2008, USD (AT&L) established a Working Group (WG) to review NAS report findings and address issued raised by Congress
- Conclusion: Establish Strategic Material Security Program (SMSP)

## SMSP Status

- Report sent to Congress April 2009
- Briefed House Arms Services Committee (HASC), subcommittee on Readiness
  - Received positive/favorable response



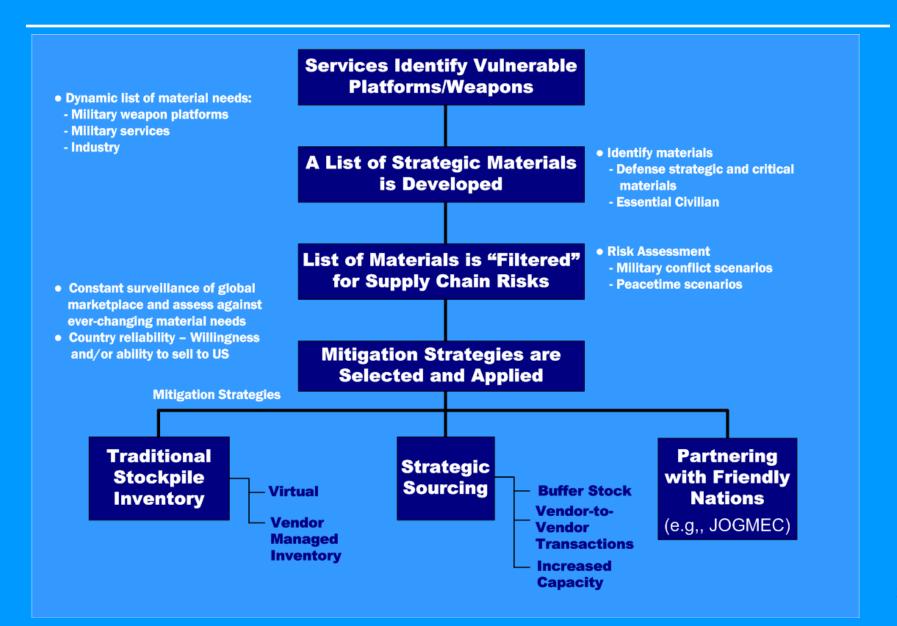




# SMSP Program Concept

- Integrated, interagency approach to strategic materials management
- Military material needs in scenarios ranging from non conflict to full mobilization
- Essential civilian requirements
- Ability to quickly adapt to global market conditions to ensure material availability
  - Wide variety of risk mitigation strategies
  - Develop risk-based value propositions
  - Programmatic flexibility to efficiently and effectively acquire the right materials

## **SMSP Process**



#### Risk Assessment Factors and Conditions

#### **Factors:**

- Changes in global market conditions
- Economic changes
- Geo-political issues
- Competition for scarce/limited resources
- Changes in U.S. industrial base
- Loss of access due to natural/man-made disasters

#### **Conditions:**

- National security emergency scenarios, and
- Peacetime supply disruptions scenarios

## **DNSC Services**

- Material expertise and acquisition support
- Material risk assessments
- Provide/implement mitigation strategies
  - Ensure availability of materials
  - Lead-time reduction
  - Cost Reductions/Avoidance
- Buying agent; drawing on leveraging quantities to benefit DoD by consolidating requirements

# DNSC Benefits to Military Services

#### Recognized as material experts

 with global market understanding and ability to maneuver in markets without undue disruption

#### Act as your buying agent

- can support military services by ensuring timely availability of materials needed to satisfy defense contracts
- Predictable price
- Provide "Right-to-recover" opportunities

## Perform role of logistics facilitator

 Ensuring the release of materials to DoD contractors, shielding the defense contracts from surging market prices and ensuring the integrity of the materials certifications

## **SMSP Execution**

DNSC issued solicitation to procure titanium:

Navy Requirement: 50,400 to 268,800 lbs over 4 years

Army Requirement: 10,000 to 100,000 lbs annually;

provided 10,000 lbs of offal material as

feedstock

- Solicitation incorporated:
  - Army receive a "credit" for the offal material provided as feedstock
  - "Right to recover" opportunity included
- Small scale procurement for Army resulted in approximately \$1M cost avoidance
- Collaborating with Army to expand the procurement to a much larger scale

# Readiness Initiatives - Next Steps

- Outreach to Military Services and industry to learn about material needs and issues
  - Attendance at DoD sponsored conferences (e.g., DMC)
- Establish a process to compile "live" data on materials used in weapon systems
- Phase 1 of Strategic Material Management System (S2SM) to support Strategic Material Project (SMP)

#### S2MS Phase 1

- Management tool for strategic materials
- Collect part to material mapping (requirements)
  - Defense material requirements
  - Identify material for risk assessment
  - Impacts of MERIT & REACH
- Catalog of available materials (risk mitigation strategies)
- Coordinate material release requests (execution)

| Material A  | vailability \$       | Summary:       |               |            |           |                       |                 |                    |  |  |
|---|----------------------|----------------|---------------|------------|-----------|-----------------------|-----------------|--------------------|--|--|
| Company:  CAGE/DUNS: MAN9X  Completed By: Evgeni Malkin  Inquiry Reference: 577650678 |                      |                |               |            |           |                       |                 |                    |  |  |
|   |                      |                |               |            |           | Material Availat      | <u>ole</u>      |                    |  |  |
| Part Number   | Part Name            | Material Grade | Specification | Form       | Available | Source                | Request Release | Request Assistance |  |  |
| 200   | Torsion Bar<br>Left  | 300M           | BMS 7-26      | Bar, Round | Yes       | Smith Steel           | <b>▽</b>        |                    |  |  |
| 201   | Torsion Bar<br>Right | M50            | PWA 725       | Bar, Round | Yes       | Davey Jones<br>Locker |                 | -                  |  |  |