

NPS-FM-05-031



# EXCERPT FROM THE PROCEEDINGS

---

OF THE  
SECOND ANNUAL ACQUISITION  
RESEARCH SYMPOSIUM

**PRIVATIZING THE NAVAL SURFACE WARFARE CENTER DEPOT  
AT LOUISVILLE**

**Published: 1 May 2005**

**by**

**William Lucyshyn**

**2<sup>nd</sup> Annual Acquisition Research Symposium  
of the Naval Postgraduate School:**

**Acquisition Research:  
The Foundation for Innovation**

**May 18-19, 2005**

Approved for public release, distribution unlimited.

Prepared for: Naval Postgraduate School, Monterey, California 93943



ACQUISITION RESEARCH PROGRAM  
GRADUATE SCHOOL OF BUSINESS & PUBLIC POLICY  
NAVAL POSTGRADUATE SCHOOL

The research presented at the symposium was supported by the Acquisition Chair of the Graduate School of Business & Public Policy at the Naval Postgraduate School.

**To request Defense Acquisition Research or to become a research sponsor, please contact:**

NPS Acquisition Research Program  
Attn: James B. Greene, RADM, USN, (Ret)  
Acquisition Chair  
Graduate School of Business and Public Policy  
Naval Postgraduate School  
555 Dyer Road, Room 332  
Monterey, CA 93943-5103  
Tel: (831) 656-2092  
Fax: (831) 656-2253  
E-mail: [jbgreene@nps.edu](mailto:jbgreene@nps.edu)

Copies of the Acquisition Sponsored Research Reports may be printed from our website [www.acquisitionresearch.org](http://www.acquisitionresearch.org)

Conference Website:  
[www.researchsymposium.org](http://www.researchsymposium.org)



ACQUISITION RESEARCH PROGRAM  
GRADUATE SCHOOL OF BUSINESS & PUBLIC POLICY  
NAVAL POSTGRADUATE SCHOOL

## Proceedings of the Annual Acquisition Research Program

The following article is taken as an excerpt from the proceedings of the annual Acquisition Research Program. This annual event showcases the research projects funded through the Acquisition Research Program at the Graduate School of Business and Public Policy at the Naval Postgraduate School. Featuring keynote speakers, plenary panels, multiple panel sessions, a student research poster show and social events, the Annual Acquisition Research Symposium offers a candid environment where high-ranking Department of Defense (DoD) officials, industry officials, accomplished faculty and military students are encouraged to collaborate on finding applicable solutions to the challenges facing acquisition policies and processes within the DoD today. By jointly and publicly questioning the norms of industry and academia, the resulting research benefits from myriad perspectives and collaborations which can identify better solutions and practices in acquisition, contract, financial, logistics and program management.

For further information regarding the Acquisition Research Program, electronic copies of additional research, or to learn more about becoming a sponsor, please visit our program website at:

[www.acquisitionresearch.org](http://www.acquisitionresearch.org)

For further information on or to register for the next Acquisition Research Symposium during the third week of May, please visit our conference website at:

[www.researchsymposium.org](http://www.researchsymposium.org)



THIS PAGE INTENTIONALLY LEFT BLANK



# Privatizing the Naval Surface Warfare Center Depot at Louisville

---

**Presenter: William Lucyshyn**, is the Director of Research and a Senior Research Scholar at the Center for Public Policy and Private Enterprise in the School of Public Affairs at the University of Maryland. Previously, Mr. Lucyshyn served as a program manager and the principal technical advisor to the Director, Defense Advanced Research Projects Agency (DARPA), on the identification, selection, research, development, and prototype production of advanced technology projects. Prior to this appointment, Mr. Lucyshyn completed a 25-year career in the US Air Force serving in various operations, staff, and acquisition positions. Mr. Lucyshyn received his Bachelor Degree in Engineering Science from the City University of New York and his Master's Degree in Nuclear Engineering from the Air Force Institute of Technology.

---

## Abstract

During the 1995 Base Realignment and Closure (BRAC) process, the Department of Defense (DoD) recommended that the Louisville depot be closed and its workloads transferred to several DoD facilities. The depot's principal mission was to overhaul and repair the Navy's multi-platform 5-inch gun and its Phalanx close-in anti-aircraft system. The plan was to transfer the gun repair work to the Norfolk Naval Shipyard, Virginia, the Phalanx to the Naval Surface Warfare Center, Crane, Indiana, and the engineering support functions to the Naval Surface Warfare Center, Port Hueneme, California.

During the BRAC review process, the city of Louisville proposed to the Commission that the DoD privatize the depot workload in-place. The Commission found that the Navy's cost savings from the closure were overstated, that the gun systems engineering functions at Louisville are consistent with operational requirements, and that the maintenance and overhaul functions performed at the facility have contributed substantially to the effectiveness of the Department of the Navy.

As a result of the Commission's findings, the Navy decided to privatize-in-place the Louisville depot's operations, with some Navy program-management positions remaining at the privatized facility. The field-engineering support function would also be retained as a detachment at the privatized Louisville depot.

In July 1996, the Navy awarded contracts to two private corporations to work in conjunction with the depot: Hughes (now Raytheon) for the Phalanx system and United Defense for the gun-repair workload. Both contractors have made significant gains in productivity while bringing in additional work to the depot. This case will examine the results of this reconfiguration, nine years after the privatization.



THIS PAGE INTENTIONALLY LEFT BLANK



## 2003 - 2006 Sponsored Acquisition Research Topics

### **Acquisition Management**

- Software Requirements for OA
- Managing Services Supply Chain
- Acquiring Combat Capability via Public-Private Partnerships (PPPs)
- Knowledge Value Added (KVA) + Real Options (RO) Applied to Shipyard Planning Processes
- Portfolio Optimization via KVA + RO
- MOSA Contracting Implications
- Strategy for Defense Acquisition Research
- Spiral Development
- BCA: Contractor vs. Organic Growth

### **Contract Management**

- USAF IT Commodity Council
- Contractors in 21st Century Combat Zone
- Joint Contingency Contracting
- Navy Contract Writing Guide
- Commodity Sourcing Strategies
- Past Performance in Source Selection
- USMC Contingency Contracting
- Transforming DoD Contract Closeout
- Model for Optimizing Contingency Contracting Planning and Execution

### **Financial Management**

- PPPs and Government Financing
- Energy Saving Contracts/DoD Mobile Assets
- Capital Budgeting for DoD
- Financing DoD Budget via PPPs
- ROI of Information Warfare Systems
- Acquisitions via leasing: MPS case
- Special Termination Liability in MDAPs

### **Logistics Management**

- R-TOC Aegis Microwave Power Tubes



- Privatization-NOSL/NAWCI
- Army LOG MOD
- PBL (4)
- Contractors Supporting Military Operations
- RFID (4)
- Strategic Sourcing
- ASDS Product Support Analysis
- Analysis of LAV Depot Maintenance
- Diffusion/Variability on Vendor Performance Evaluation
- Optimizing CIWS Life Cycle Support (LCS)

### **Program Management**

- Building Collaborative Capacity
- Knowledge, Responsibilities and Decision Rights in MDAPs
- KVA Applied to Aegis and SSDS
- Business Process Reengineering (BPR) for LCS Mission Module Acquisition
- Terminating Your Own Program
- Collaborative IT Tools Leveraging Competence

A complete listing and electronic copies of published research within the Acquisition Research Program are available on our website: [www.acquisitionresearch.org](http://www.acquisitionresearch.org)







ACQUISITION RESEARCH PROGRAM  
GRADUATE SCHOOL OF BUSINESS & PUBLIC POLICY  
NAVAL POSTGRADUATE SCHOOL  
555 DYER ROAD, INGERSOLL HALL  
MONTEREY, CALIFORNIA 93943

[www.acquisitionresearch.org](http://www.acquisitionresearch.org)