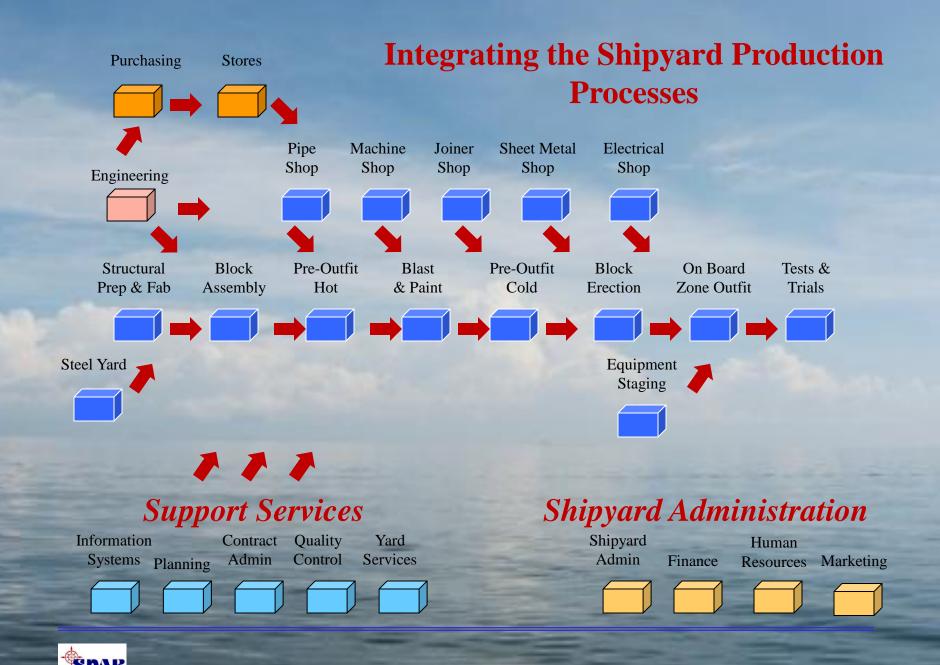


A Shipbuilder's Enterprise Resource Planning (ERP) & Earned Value Management (EVM) System





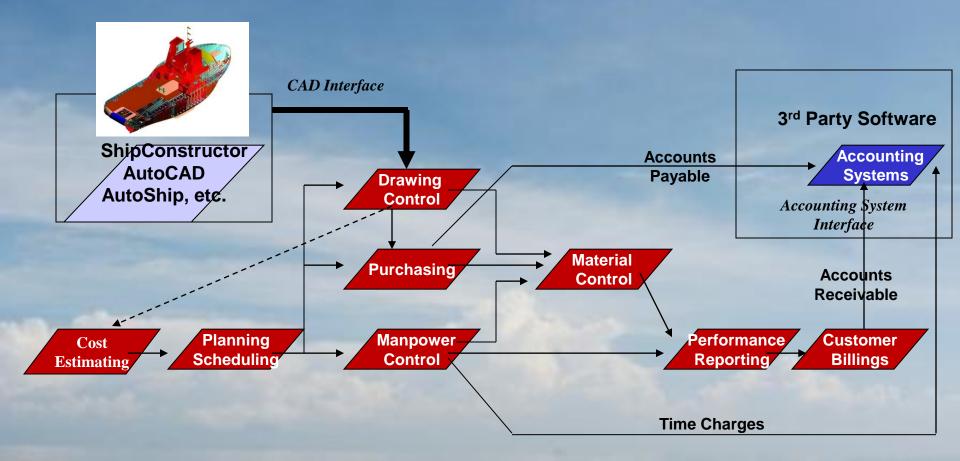
ERP

"An Enterprise Resource Planning (ERP) system is an integrated computer-based application used to manage internal and external resources, including tangible assets, financial resources, materials, and human resources.

Its purpose is to facilitate the flow of information between all business functions inside the boundaries of the organization and manage the connections to outside stakeholders. Built on a centralized database and normally utilizing a common computing platform, ERP systems consolidate all business operations into a uniform and enterprise-wide system environment."

From Wikipedia, the free encyclopedia

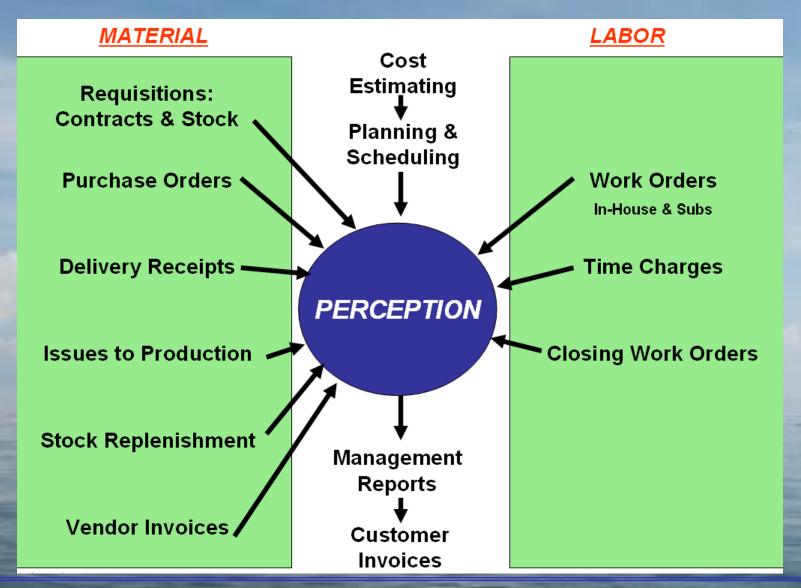




PERCEPTION Integrated Shipyard Resource Management System

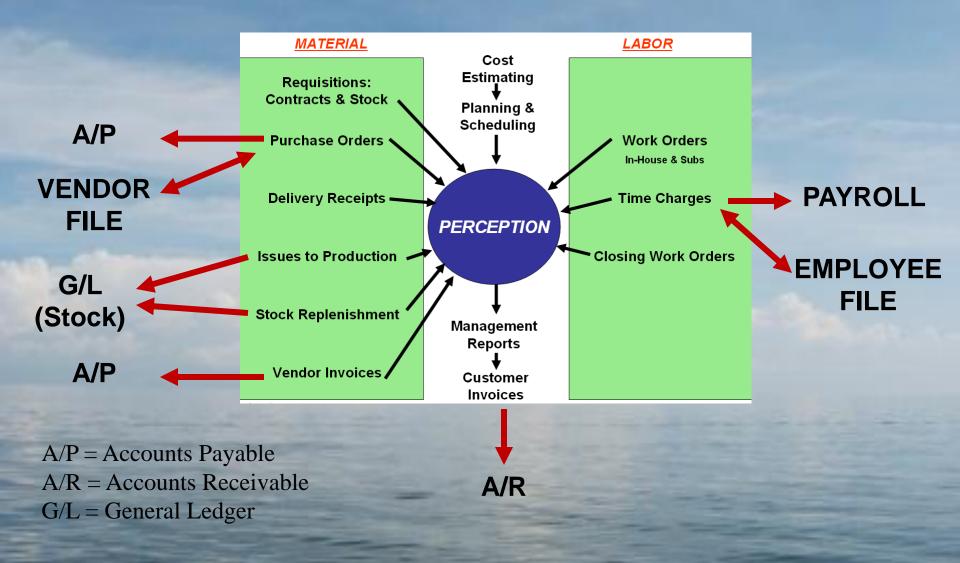


PRIMARY SYSTEM FUNCTIONS



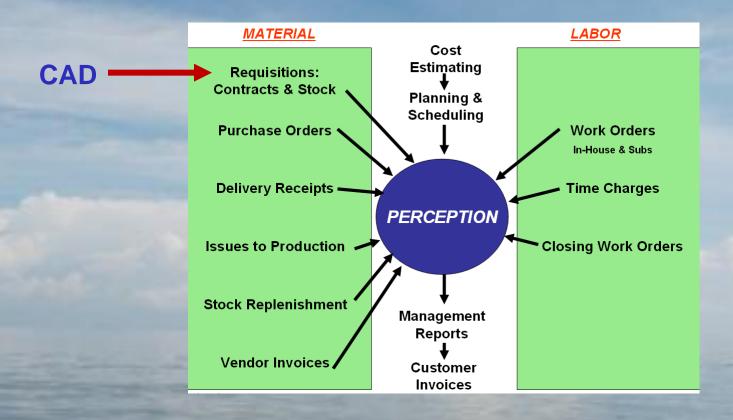


INTERFACES WITH ACCOUNTING SYSTEM





INTERFACES WITH CAD SYSTEM





Most generic ERP systems do not provide a robust EVM capability.

None provide an EVM capability specifically designed for the shipbuilding and ship repair industry.



EVM

"Earned value management (EVM) is a project management technique for measuring project progress in an objective manner.

EVM has the ability to combine measurements of scope, schedule, and cost in a single integrated system. When properly applied, EVM provides an early warning of performance problems.

Additionally, EVM promises to improve the definition of project scope, prevent scope creep, communicate objective progress to stakeholders, and keep the project team focused on achieving progress."

From Wikipedia, the free encyclopedia



The following are typical production problems that EVM can recognize early:

• Incomplete engineering drawings are preventing the manufacture of pipe spools in time to meet on-block assembly schedules leading this work to be done on-board with a 3:1 penalty in labor hours.	Engineering Problem
• Rented crane services arrives a week early with nothing to do.	Planning Problem
• Poor night shift welding causing excessive rework and impacting day shift progress	Quality Work Problem
• Panel line not able to maintain throughout that impacts platen schedules.	Scheduling Problem
• Late material deliveries creating cost and schedule problem with out-of-sequence work.	Material Expediting Problem



EVM Terminology Used by PERCEPTION

BAC = Total Budget At Completion

BCWS = Budgeted Cost of Work Scheduled (Sum of Budgets <u>Scheduled</u> To Date)

BCWP = Budgeted Cost of Work Performed (Actual Progress x BAC)

ACWP = Actual Cost of Work Performed

EAC = Estimated Cost At Completion (Six Methods Provided & Tracked)

ETC = Estimate To Complete (EAC - ACWP)

Planned Progress = % Budget Scheduled To Date (BCWS/BAC)

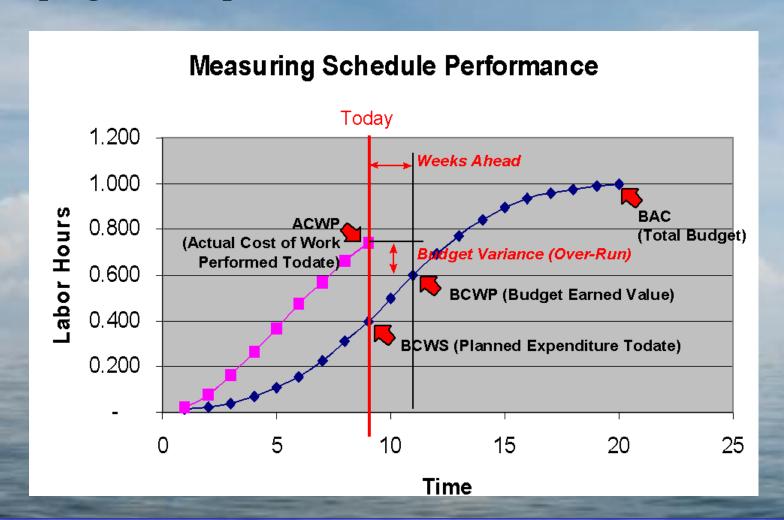
Actual Progress = % Physical work progress regardless of cost expended

(BCWP/BAC)

Performance Indexes = Measures of Cost and Schedule Performance (CPI, SPI, FCPI, TCPI, etc.)



PERCEPTION automatically determines EVM progress and performance information.

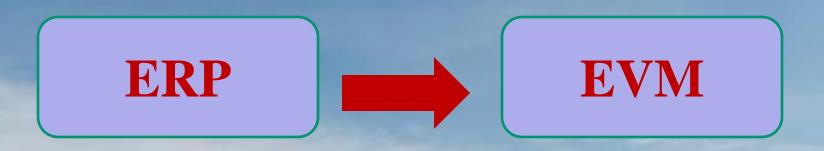




PERCEPTION determines WBS level performance from work performance.

- ✓ Rework
- **✓ Change Orders**
- **✓ Labor Hours per 1% Progress**
- ✓ Production Process Rates by Stage of Construction
- **✓** Weeks Ahead/Behind Planned Schedules
- ✓ Trend Weeks Ahead/Behind for 100% Progress
- ✓ Forecast & Trend Over-Run/Under-Run
- **✓ Performance Indexes (CPI, SPI, and others)**





Coordinate Resources

Measure Progress & Performance

SPAR's PERCEPTION© System Combines ERP & EVM to better plan, coordinate and manage the shipyard.

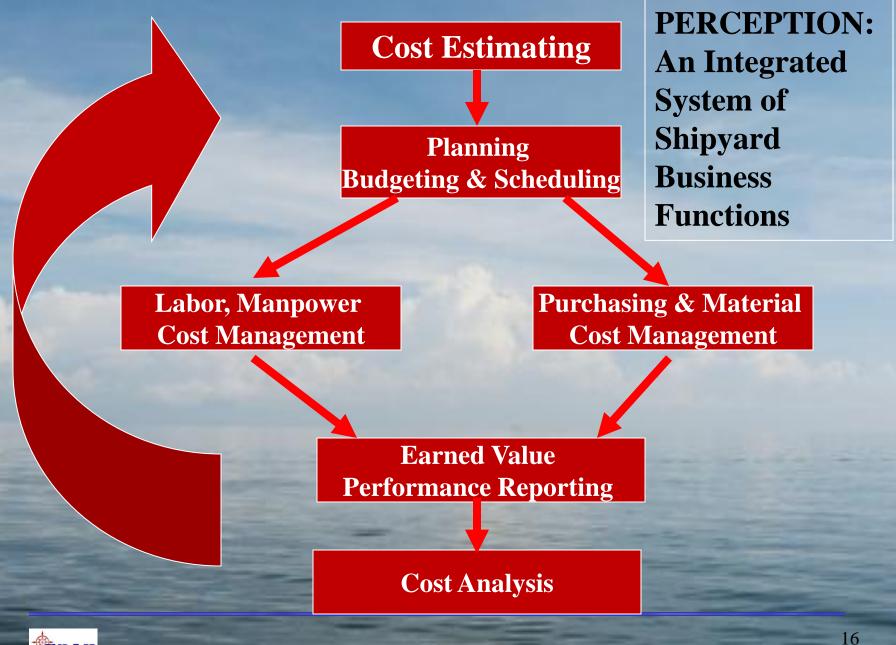
Unlike other ERP and EVM systems, <u>PERCEPTION was</u> designed specifically for shipyards.



PERCEPTION ties together all areas of Earned Value Management:

- 1. Cost Estimating
- 2. Planning, Budgeting & Scheduling
- 3. Labor Work Order & Manpower Management
- 4. Purchasing & Inventory Control
- 5. Change Order Management
- 6. Earned Value Performance Measurement Reporting
- 7. Cost & Schedule Forecasting
- 8. Cost Analysis For Future Work Estimating







PERCEPTION ESTI-MATE

Cost Estimating

New Construction & Repair





Cost Estimating

PERCEPTION was developed to permit cost estimating that can reflect modern ship design and production methods.

Using product- and process-based information, cost estimates can be generated quickly and accurately at any level of detail:

- Parametric cost estimates based upon modifiable ship design and mission characteristics
- Standard shipbuilding & ship repair interim products & services
- Detail cost estimates based upon engineered bills of material and equipment specifications.



System Benefits

- 1. PERCEPTION has flexible features to address almost any estimating situation, whether for commercial or government requirements.
- 2. PERCEPTION offers a toolbox of easy-to-use functions to help the estimator expedite the process and ensure the estimate is both complete and accurate.
- 3. PERCEPTION allows cost data to be cataloged in convenient and easy-to-use database libraries.
- 4. PERCEPTION cost libraries ensure all estimators are using consistent information.
- 5. PERCEPTION libraries can be configured to accurately define standard shipyard production processes to ensure every estimate is complete, nothing is missing.

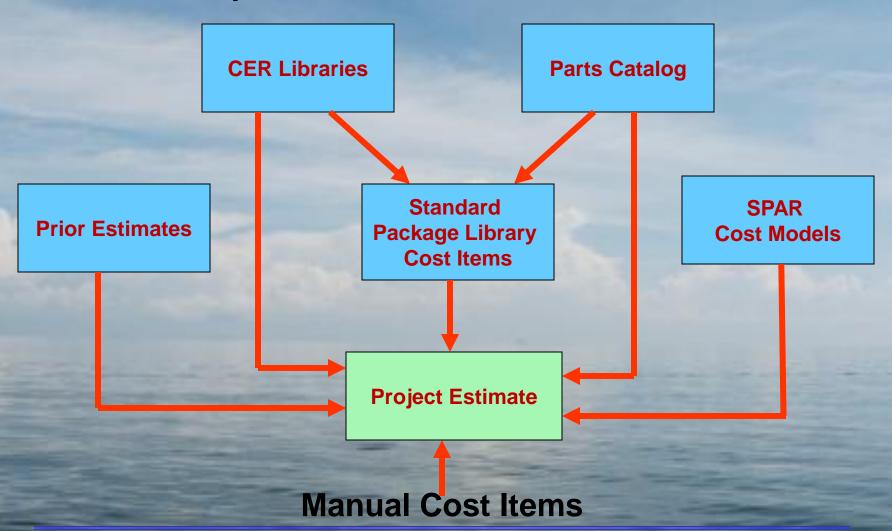


PERCEPTION can manage extensive cost estimating libraries

- 1. Various libraries of <u>Cost Estimating Relationships</u> ("CERs")
- 2. Standard Parts Catalog for detail parts costs
- 3. Standard Interim Products & Services Packages that identify standard manufacturing, assembly and support operations plus material requirements



Putting together an estimate from manual cost entries, prior estimates and from cost libraries.





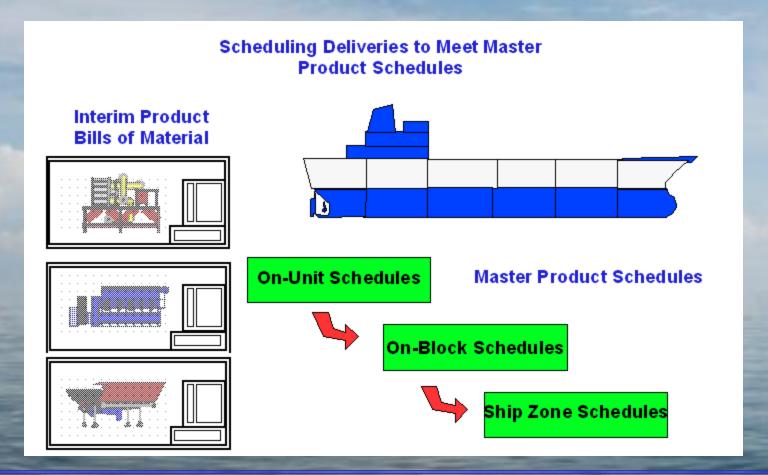
Cost Risk Analysis



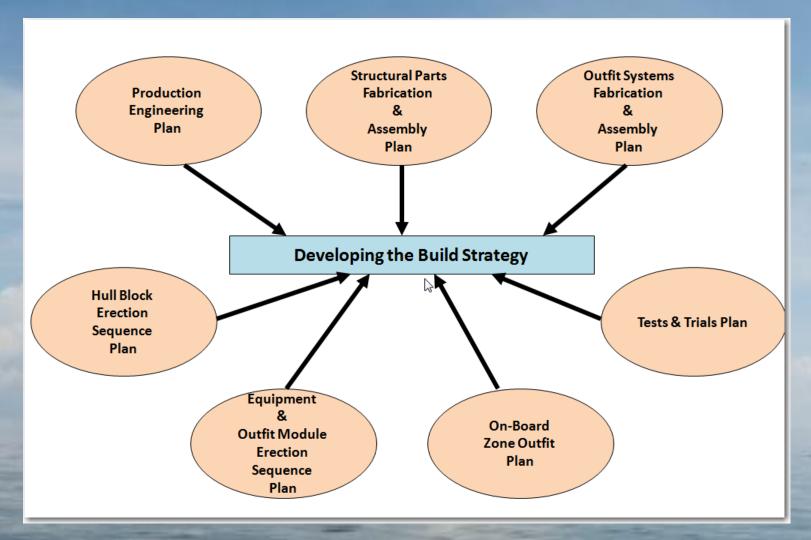
For large, complex bids, *PERCEPTION* provides more confidence in the cost estimates



PERCEPTION PERT-PAC Production Scheduling







All successful shipyard contracts are based on a well-thought-out and executed build strategy

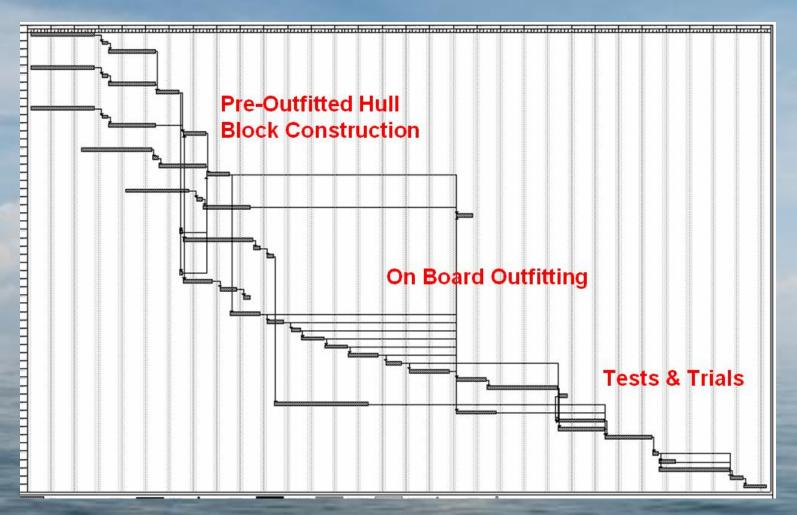


PERCEPTION provides a system's integration feature for using Microsoft Project to automatically develop and schedule Planning Activities.

PERCEPTION maintains schedule updates automatically.



Planning & Scheduling



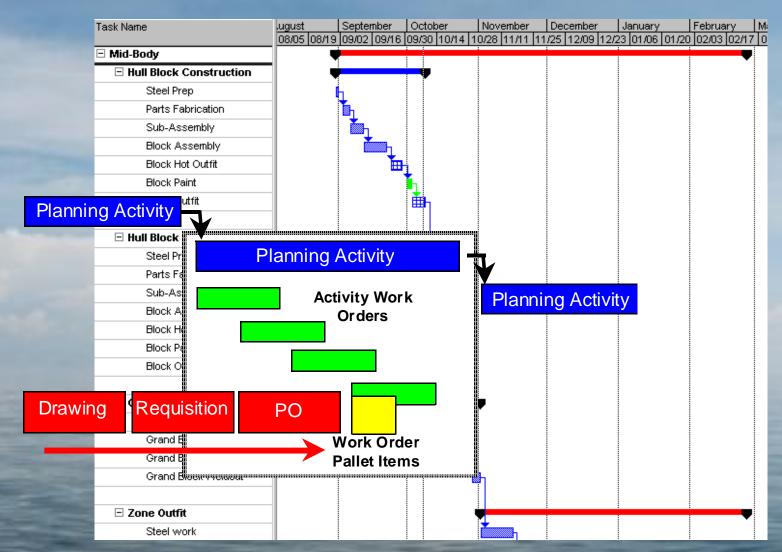


PERCEPTION has features for planning and scheduling all project activities:

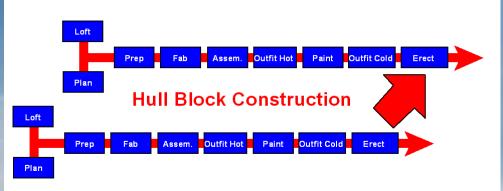
- Schedule Design & Engineering Activities
- Schedule Engineering Drawings
- Schedule Production Work Orders
- Schedule Work Order Material Pallets
- Schedule Purchased Material Deliveries
- Schedule Subcontractors
- Schedule Tests & Trials



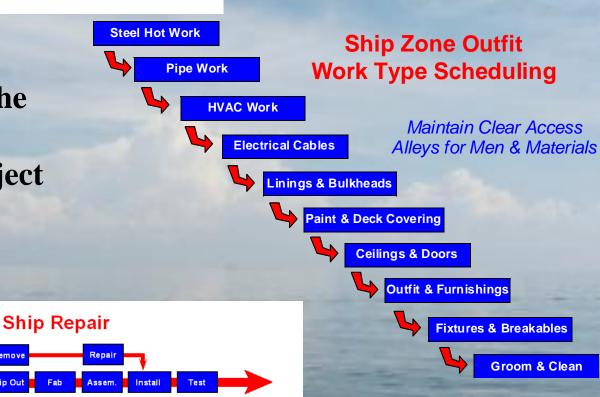
PERCEPTION Links M/S Project's Schedules to Labor Work Orders & Material





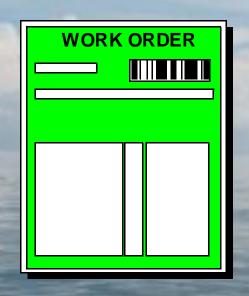


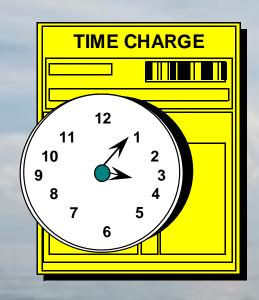
Scheduling requires the proper sequencing of work and related project activities.

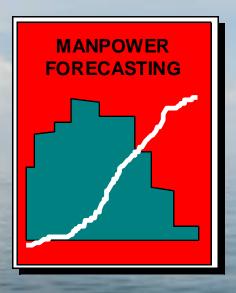




PERCEPTION WORK-PAC Managing Labor Costs & Schedules







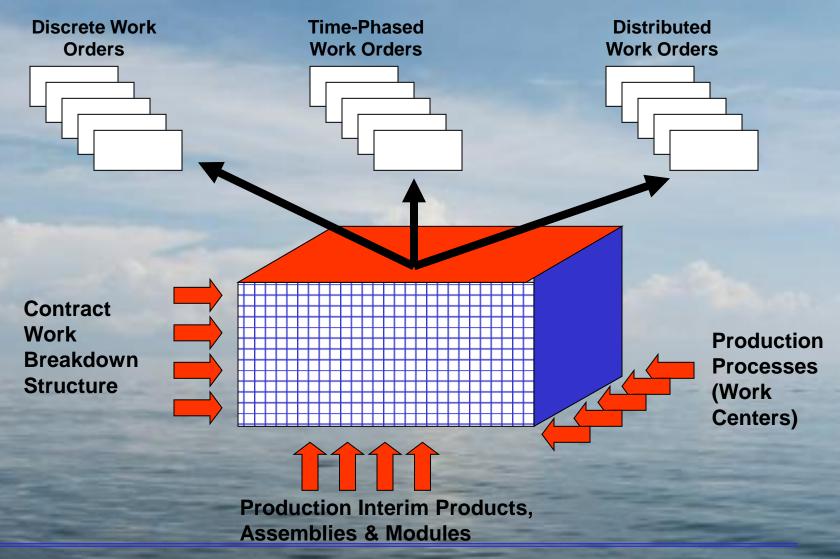


System Benefits

- 1. Better labor planning cost/schedule control.
- 2. Improved management control of job progress and labor expenditures.
- 3. Immediate job cost reporting and summarization.
- 4. Fast and accurate reporting of labor cost problems.
- 5. Labor costing by project (job) work breakdown structure and by organization structure.
- 6. Automated final labor cost forecasting based upon actual performance.
- 7. Automated job progressing no manual assessments required.
- 8. Generous checks for erroneous data and bad timecard charges.



Three Types of Work Orders Provide Extra Flexibility





The system allows the user to develop three different types of work orders:

- 1. <u>Discrete work order</u> (default) that can clearly be assigned to any single element or level of the project WBS.
- 2. <u>Distributed work order</u> that cannot be assigned to any single project WBS element, but rather includes work that involves multiple elements.
- 3. <u>Time-phased level of effort work order</u> that has no clear-cut end product, but rather is a service to be provided over time within a fixed budget.



Sample Daily
Time Card

For Manual Time
Chare Entries

Chestrella Marine Industries, Inc.				DAILY TIME CARD				
Employee	Name:							
Employee Number:				Date:				
Contract	Work	Work Order			Reg.	от	Dbl	Dirty
Hull No.	Center	Code	Description		Hours	Hours	Hours	Hours
				Daily Tatalas				
				Daily Totals:				
	Approval:							
	-фріочаі.							



05/13/2002 16:02:35 (Date format: MM/DD/YYYY)

Chesapeake Marine Industries Bar Code Work Order Listing Report (BAR02)

Page 1 of

Work Center/WO Planned Start Date Sort

Contract:	Ship Repair to Ship Repair	Project:	0 to ZZZZZZZZ	Division	0 to ZZZZZZZZ
Work Center:	0 to ZZZZZZZZ	Outfit/Zone:	0 to ZZZZZZZZ	Department	0 to ZZZZZZZZ
Work Order:	0 to ZZZZZZZZ	Unit:	0 to ZZZZZZZZ	Process	0 to ZZZZZZZZ
Group:	0 to ZZZZZZZZ	Assembly:	0 to ZZZZZZZZ	Planned Date:	01/01/1950 to 01/01/2050
Account:	0 to ZZZZZZZZ	Sub Assembly:	0 to ZZZZZZZZ	Actual Date:	01/01/1950 to 01/01/2050
Zone:	0 to ZZZZZZZZ	Part:	0 to ZZZZZZZZ	Drawing:	0 to ZZZZZZZZZZZZZZZZZZZZZZ

Work Order	Heading	Start Date	Finish Date		Work Order	Heading	Start Date	Finish Date	
Work Center: 0 Work Center: 0									
506001	Remove & replace sea grids	00/00/0000	00/00/0000	2 3 5 4 2	120006	Top coat alkyd	09/29/1998	10/09/1998	223422
102002	U.T. emergency room bhd	09/29/1998	10/09/1998		127001	Paint ships name	09/29/1998	10/09/1998	223432
700001	Dock preparation	09/29/1998	10/09/1998	53657	129001	Paint draft marks	09/29/1998	10/09/1998	223442
102001	U.T. hull	09/29/1998	10/09/1998	5 2 2 5 5	201001	Rivets & seams	09/29/1998	10/09/1998	223452
112001	Remove manhole covers	09/29/1998	10/09/1998	5 2 2 2 6 5	112003	Repairs to covers	09/29/1998	10/09/1998	223382
112002	Replace manhole covers	09/29/1998	10/09/1998	223372	500001	Tailshaft readings - Revised	09/29/1998	10/09/1998	223472

Sample Bar Coded Work Order List for Time Charging using Bar Code Scanners (Optional)



Tracking Manpower Requirements

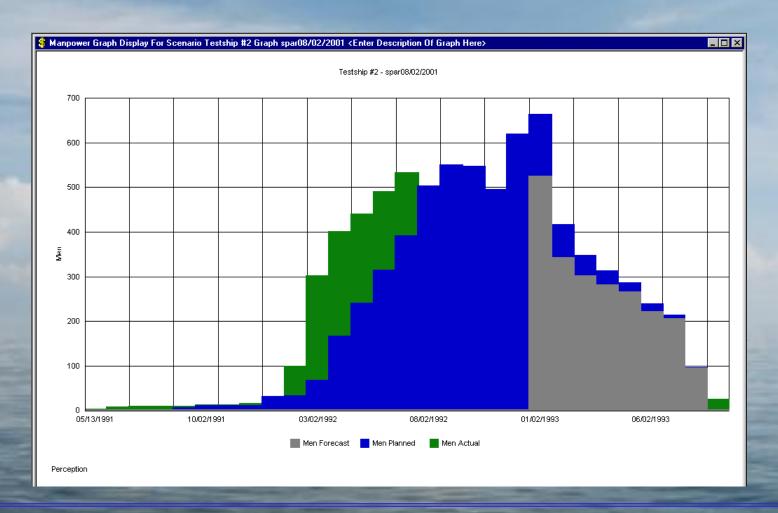
- As Planned in Baseline
- As Currently Planned
- As Actually Expended To Date
- As Forecast to Complete

Manpower can be evaluated by WBS, by shipyard work center, for one project or across multiple projects.

The analysis can combine current back-log with proposed new work.

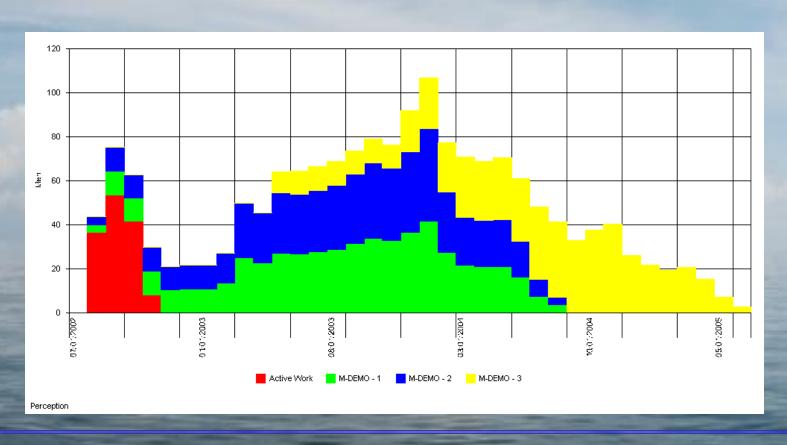


Tracking Project Manpower Requirements





Total Shipyard Manpower Modeling (New Work Modeled On Top Of Active Work)



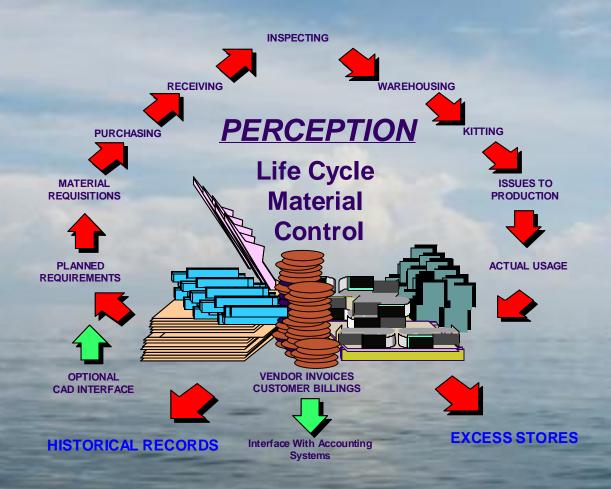


PERCEPTION MAT-PAC Managing Purchasing & Material Control





Managing Material From Engineering to Production





Sources of Ship Materials:

- Direct purchased material (spec items & standard parts)
- Stock inventory
- Owner-furnished material
- Manufactured parts



Tracking Material Throughout the Shipyard

- Engineering Bills Of Material
- Stock, Direct Purchase & Manufactured Parts
- Material Requisitions
- Purchase Orders, RFQs And Amendments
- Delivery Expediting Information
- Delivery Receipts & Inspections
- Warehousing & Storage Locations
- Work Order Pallets
- Issues To Production
- Vendor Invoice Control
- Customer Invoice Control
- Tool Room Control



PERCEPTION tracks material and subcontractor costs via issued purchase orders or via open purchase orders & vendor invoices.

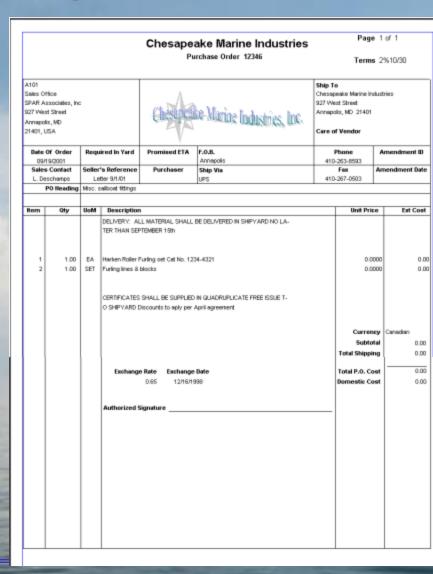


Purchasing

PERCEPTION generates a variety of purchase orders:

- > Normal POs formulated directly from purchase requisitions
- > QUICK PO for items not entered on a requisition.
- > Blanket Purchase Agreement
- **Bulk Purchase Order**

Purchasing schedules that are integrated with technical and production schedules ensure production can perform its work on schedule





PERCEPTION manages all purchasing and material control cost and schedule functions:

- Purchase Requisitions
- Requests for Quotations (RFQs)
- Purchase Orders
- Expediting Functions & Reports
- Receiving Functions
- Vendor Invoice Control
- Transactions To Accounting System's Accounts Payable (A/P) & General Ledger (G/L)



Tracking & Managing Material Costs and Schedules

- Total Committed Costs:
- Purchases + Stock Used + Stock Reserved
- Total Purchases
- Purchases Received
- Purchases On Back Order
- Purchases Used
- Purchases Paid
- Stock Used
- Stock Reserved

Costs & Schedules
Reported by Project
and Yard-Wide



Bar Code Options for Material Control

- Tool Room Control
- Production Issues
- Physical Inventory









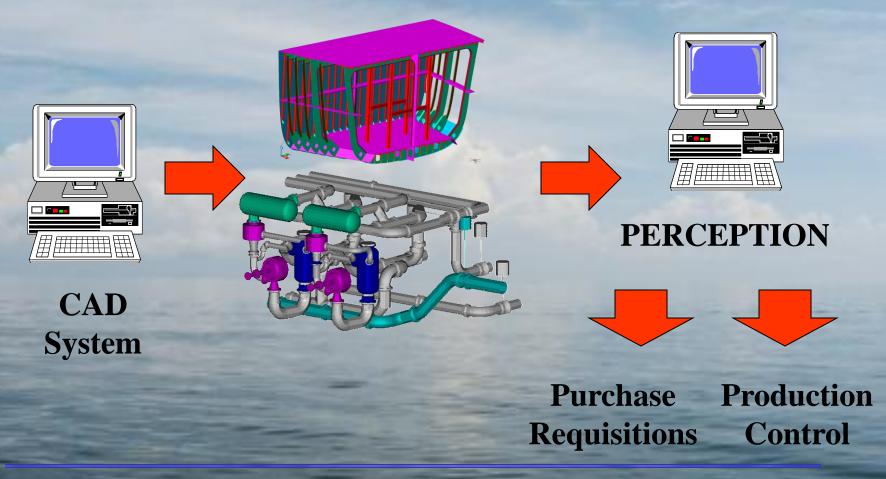
System's Integration With CAD (Optional)

PERCEPTION has been linked to various Ship Design and Engineering systems for dpown-loading detail bills of material:

- •ShipConstructor by ShipConstructor Software, Inc.
- •The Navy's ASSET Ship Concept Model
- Proteus Engineering's FlagShip suite
- Intergraph's GSCAD
- Autodesk's AutoCAD general design system
- Rebis' AutoPLANT piping system design and engineering system
- · Bentley System's MicroStation



Options to Automate Transfer of BOMs from CAD systems.





Drawing Control (Disciplined drawing controls will prevent cost and schedule problems in production)

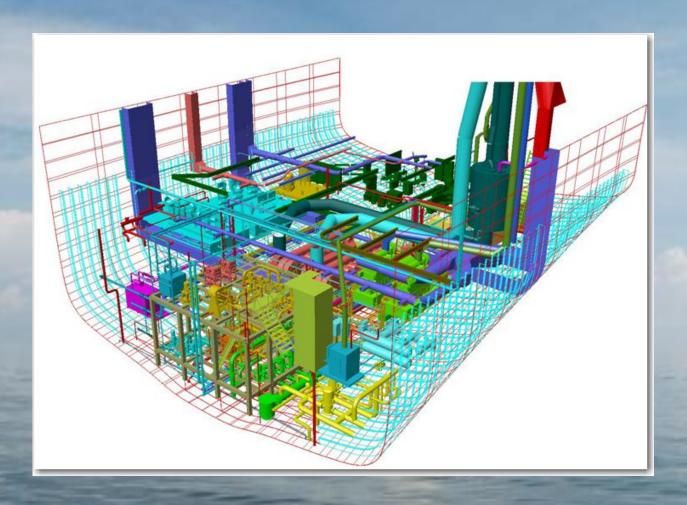
Material requirements for a project can begin with requisitions.

However, requisitions can be <u>preceded by engineering</u> drawings and their bills of material (BOMs).

Drawing BOMs can be entered manually or via down-loading this detail information from CAD systems.

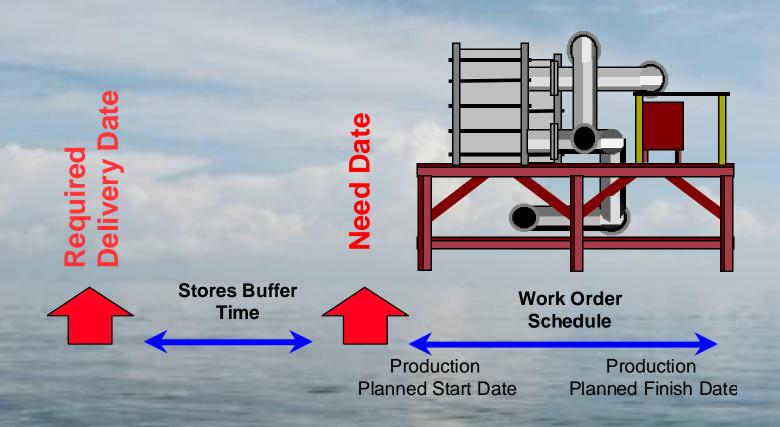


Electronically accessing CAD design data can significantly expedite the purchasing and material control process.





Material Deliveries Must Be Scheduled to Meet Required Delivery Dates





Tracking Material Costs



Various Tabular & Graphical Reports



PERCEPTION supports a <u>Parts Catalog</u> that can be used in the following areas of the system's capabilities:

- <u>Cost estimating</u> that identifies detail material requirements using Part IDs from the catalog.
- Stock inventory control, where stock items are managed in the Parts Catalog.
- Standard Direct Purchase Material Items that provide the means for bulk purchasing benefits.
- <u>Production pallet planning</u> and management functions using standard parts (stock and/or direct purchase items) from the catalog.
- Engineering drawing bills of material using standard parts (stock and/or direct purchase items) from the catalog.



Storage & Warehouse Controls

- PERCEPTION allows real-time tracking of warehouse materials.
- PERCEPTION allows same type commodity to be stored in any number of different storage locations.



Vendor Invoice Controls

PERCEPTION provides functions for entering vendor invoices to cross check against purchase order requirements and delivery status information.

The system's accounting interface provides the means to electronically transfer the vendor invoice transactions directly to the shipyard's Accounts Payable system.



Chesapeake Marine Industries 927 West Street Annapolis, MD 21401

BILL TO Laury Chesipe de Marine Industries, Inc.

Invoice Page 1 of 2

	•
Date	Invoice #
10/31/2001	1234

PROJECT DESCRIPTION

Sample Material Control

927 West Street Annapolis, MD 21401	1		DRAFT			
BILLING PERIO	D	DUE DATE	TERMS	CONTRA	.CT	PROJEC
09/15/2001 To 10/1	15/2001	11/30/2001	Net 30 Days	A-DEM)	01
ITEM	DESC	RIPTION		QTY	RATE	AMOUN
11 Mechanical & Electric	a Labor			31.2	0 50.00	1,560.0
15 Yard Work	Labor			36.3	1 50.00	1,815.5
20 F E12	Self Tax	oping FH SS 10 x 3/4		4.0	0 0.12	0.4
21 ANC 312503	12-10 H	I/S Ring Trml 5/16 (pkg	31	1.0	0 3.86	3.8
22 ANC 312303	12-10 H	I/S Ring Trml 10 (pkg 3)	r L	1.0	0 3.94	3.9
23 EDS 963SB	Edson t	hrottle handle		1.0	0 62.10	62.1
24 F F27	Self Tap	oping PH SS 12 x 3/4		4.0	0 0.28	1.1
25 1234-20		25-7240		1.0		12.0
26 1234-21	V-Belt 2	25-7290		1.0	0 12.57	12.5
27 F F09	Self Tap	oping OH SS 10 x 1		2.0	0 0.11	0.2
28 CLRX	Bleach			1.0	0 1.79	1.7
29 PRS 4539	Heavy (Outy Thick Latex Glove	8	2.0	0.39	0.7
31 PRS 4539	Heavy D	Outy Thick Latex Glove:	3	2.0	0.39	0.7
32 HSE 1.5 SANI	1-1/2 in	. Sanitation Hose		15.0	2.30	34.50
33 SCN 38-50	1-1/2 - 3	2-1/16 in . SS Clamp		6.0	3.14	18.8
34 F F30	Self Tap	ping PH SS 12 x 1-1/2		2.0	0.20	0.40
35 NAPA 1452	Oil Filter			1.0	10.11	10.11
36 DRD 25005	Drydene	e Dexron III/Mercron QT		1.0	3.25	3.2
37 Y 40030QT	Oil 30VV	T Oil Qt		4.0	3.59	14.3
38 1234-33	JS 10-2	4225-1 Pump		1.0	307.92	307.9
39 1234-34	Freight i	(pump)		1.0	15.10	15.10

Customer Billings

- Immediate Time & Material Charges
- Milestone Progress Billings
- Fee-Based Charges

The system's accounting interface provides the means to electronically transfer the vendor invoice transactions directly to the shipyard's Accounts Receivable system.



PERCEPTION EVM Cost Tracking & Forecasting Projects

- PERCEPTION tracks cost and schedule performance at both detail and summary levels.
- Forecasts are made by the system based upon earned value methods
- Trends are developed by the system to provide management with improved visibility of changes to contract performance.



Tracking & Managing Costs and Schedules

- **□** Labor Hours
- **□** Labor Dollars
- Overhead Dollars
- **□** Material Dollars
- **□** Purchased Services
- **□** Total Dollars



Tracking & Managing Costs and Schedules

- ☐ Original Estimated Costs & Schedules
- **☐** Baseline Costs & Schedules
- ☐ Current Plan Costs & Schedules
- ☐ Actual Costs & Schedules

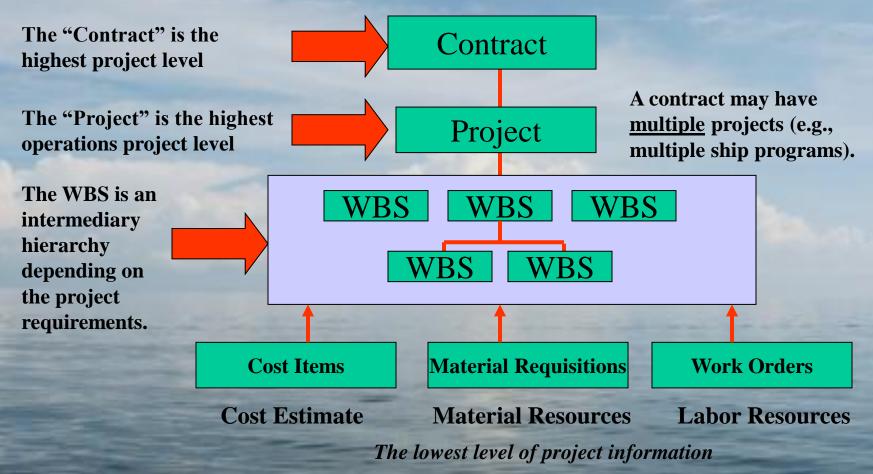


Tracking & Managing Costs and Schedules

- By SWBS (Ship Systems)
- By PWBS (Ship Zones, Hull Blocks & Assemblies)
- By Shipyard Chart of Accounts (Work Centers)
- By CLIN (Contract Line Item)

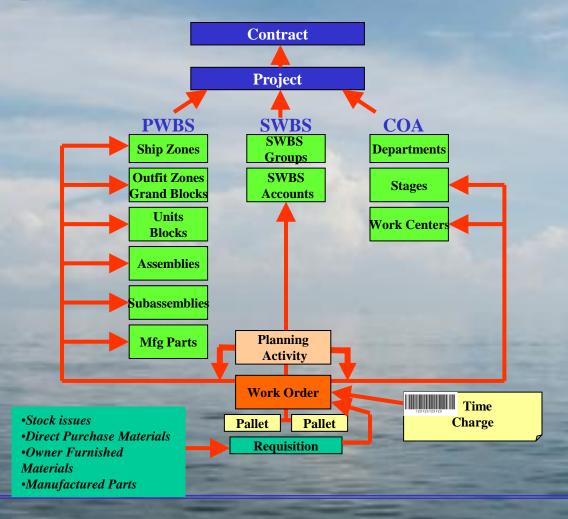


Each project has a <u>hierarchy</u> of information managed by the system, <u>flowing</u> from lowest level details to the highest level summary.



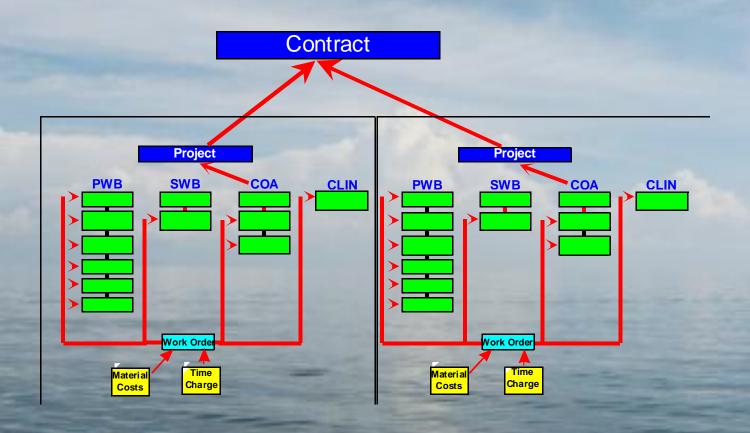


Project transactions can reference one or more different work breakdown structures. The WBS can be as simple or as complex as needed, contract by contract.





Multi-Ship Program Management Cost & Schedule Consolidation





Tracking & Managing Material & Labor Costs and Schedules

- BAC: Budget At Completion
- MR: Management Reserves
- BCWS: Budgeted Cost of Work Scheduled
- BCWP: Budgeted Cost of Work Performed (aka Earned Value)
- ACWP: Actual Cost of Work Performed
- EAC: Estimated Cost At Completion
- EAC Trend for 100% Progress
- Planned, Actual, & Manual Progress
- Estimated & Trend Completion Schedule

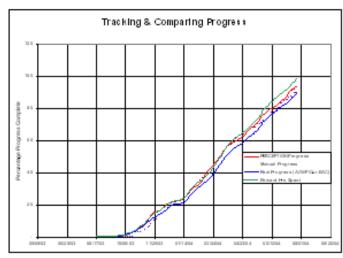


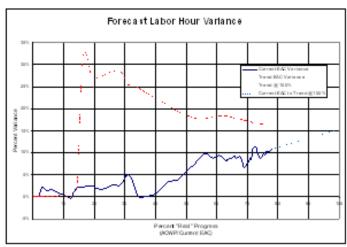
Tracking & Managing Special Costs and Schedules:

- ✓ Rework
- **✓ Change Orders**
- ✓ Labor Hours per 1% Progress
- **✓ Production Process Rates by Stage of Construction**
- ✓ Weeks Ahead/Behind Planned Schedules
- ✓ Trend Weeks Ahead/Behind for 100% Progress
- ✓ Forecast & Trend Over-Run/Under-Run

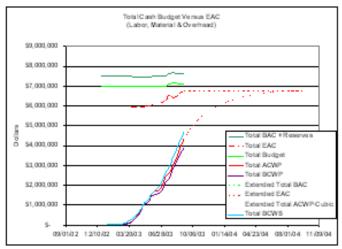


Sample Graphic Reports – Provide Better Visibility of Performance over Time



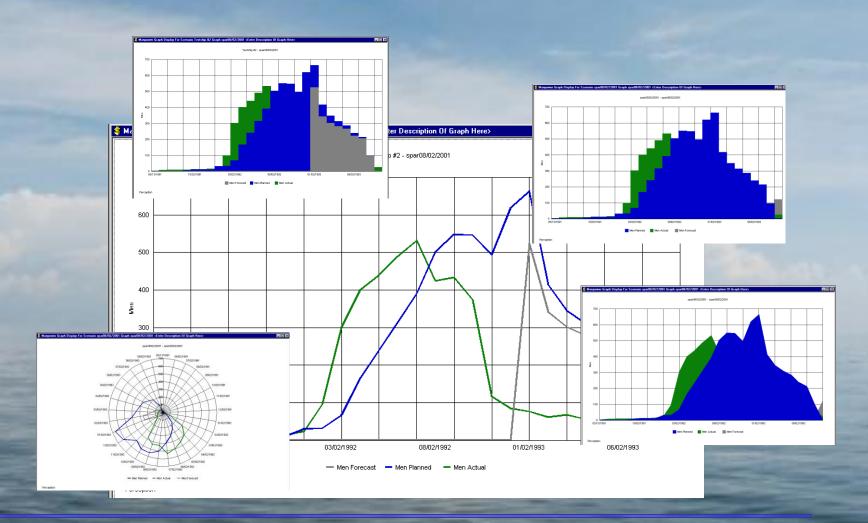








Many Reporting Formats





SWBS Summary Progress Reports Available At Group and Account Levels.

04/14/2003 08:32:57 Page 1 of 1 SPAR Associates, Inc. (Date format: MM/DD/YYYY) SWBS Group Progress Report (PROG02) Contract TSHIP CONTRACT - T-SHIP Series Contract Project: 0 to ZZZZZZZZ Group: 0 to ZZZZZZZZ Current Labor Hours Percent Progress Final Hours Actual Schedule Weeks BCWS Hours EAC ETC Savings Group Description Planned Actual Ahead Ahead BCWP Ahead Budget Project 2002 Effective Date: 01/14/1993 Severn Bulk Carrier (work orders) 68.66 68.04 -0.62 -0.33 698,984 692,646 660,706 -6,338 1,017,998 984,817 324,111 33,181 STEELWORK 0 90.85 95.36 4.51 3.65 431,102 452,518 450,719 21,416 474,528 474,895 24,176 -367ACCOMODATIONS OUTFIT 16.55 26.00 4.70 9.138 14,358 16,020 5,221 55,222 58,120 42,100 9.45 -2,898 CARGO SYSTEMS OUTFIT 44,712 2 56.66 64.47 7.81 1.58 31,964 36,370 26,925 4.406 56,418 17,787 11,706 3 MECHANICAL SYSTEMS OUTFIT 38.56 32.92 -5.64 -1.4731,921 27,265 20,641 82,784 73,453 52,812 9,331 -4,6564 PIPING SYSTEMS 55.66 48.02 -7.64 -3.4045,891 39,601 26,504 -6,290 82,450 62,160 35,656 20,290 5 MACHINERY SYSTEMS 54.17 39.12 -15.05 -6.11 15,112 10,913 7.712 -4.19927,899 23,832 16,120 4,067 6 ELECTRICAL SYSTEMS 38.33 8.95 -29.38 -9.20 22,242 -17,047 58,027 55,591 5,195 4,821 50,770 2,436 PRODUCTION SERVICES 57.24 62.95 5.71 3.99 73,617 80,951 7,334 128,601 131,270 50,181 -2,669 81,089 8 OWNER CHANGES 55.12 16.71 -38.41 -25.13 13,485 4,089 4,282 -9,396 24,466 32,702 28,420 -8,236 DESIGN & DRAWING 08.88 77.66 -11.14-8.93 24,512 21,436 21,993 -3,07627,603 28,084 6,091 -481 Group Totals for Project - 2002 68.66 68.04 -0.62 0.62 698,984 692,695 660,706 -6.2891,017,998 984,817 324,111 33,181

Critical Information: <u>Weeks Ahead</u> (or behind), <u>Scheduled Hours Ahead</u> (or behind) & Labor Hours <u>EAC</u>



(Date format: MM/DD/YYYY)

WORK-PAC Center Progress Report (PROG14)

Labor Hours

Contract:

1999-01 to WBS-Various

Project:

2002 to 2002 0 to ZZZZZZZZ

Work Center:
Dorcont Brograss

							D	urrent La	bor Hour	s				
Work		<u>P</u>	ercent P	rogress	Weeks	%			Actual	Schedule		Final H	ours	
Center	Description	ı	Planned	Actual	Ahead	Diff	BCWS	BCWP	Hours	Ahead	Budget	EAC	ETC	Savings
T01	Steel Fabrication		100.00	88.96	-746	-11.04	66,936	59,546	61,253	-7,390	66,936	68,851	7,598	-1,915
T02	Steel Assembly		100.00	100.00	8	0.00	198,324	198,324	199,069	0	198,324	199,069	0	-745
T03	Steel Erection		100.00	98.88	-753	-1.12	64,799	64,073	56,093	-726	64,799	56,728	635	8,071
T04	Steel Weldout		100.00	94.29	-759	-5.71	93,817	88,460	98,253	-5,357	93,817	104,201	5,948	-10,384
T05	Mould Loft		100.00	100.00	17	0.00	13,802	13,802	11,420	0	13,802	11,420	0	2,382
T06	Material Control		100.00	71.46	-758	-28.54	28,981	20,710	19,874	-8,271	28,981	27,811	7,937	1,170
T07	Planning and Control		100.00	75.82	-758	-24.18	19,327	14,654	13,816	-4,673	19,328	18,222	4,406	1,106
T09	Drawing Office		100.00	70 40	701	ാവ രാ	27 402	21 004	21 002	E 400	27 402	27 402	5,610	0
T10	Production Services			lim	moi	PW7 1	Drac	Troc	c Do	port	c hw		3,775	-3,366
T11	Carpenter's Shop		N	uiii	mai	L y	TOE	21 62	3 1XC	horu	5 Dy		3,462	333
T15	Miscellaneous			D.	od.	oti	on I	X/ON		ente	MCI),661	2,007
T21	Joiner Shop				out	ICU	OII	A A OT	KU	ente			?,511	-1,826
T22	Rigging Shop		100.00	72.77	-759	-27.23	21,515	15,656	10,724	-5,859	21,515	14,738	4,014	6,777
T23	Outfit Shop		100.00	55.26	-765	-44.74	28,606	15,808	14,627	-12,798	28,606	26,470	11,843	2,136
T24	Pipe Shop		100.00	62.31	-766	-37.69	42,939	26,755	26,504	-16,184	42,939	42,534	16,030	405
T25	Machine Shop		100.00	62.02	-765	-37.98	12,023	7,457	7,712	-4,566	12,023	12,435	4,723	-412
T26	Electrical Shop		100.00	25.84	-770	-74.16	18,660	4,822	4,821	-13,838	18,660	18,660	13,839	0
T31	On-Board Joinerwork												2,201	-3,684
T32	On-Board Rigging		Kn	OW	wha	it n	rod	ncti	on r	roce	ess co	ost 8	,494	6,208
T33	On-Board Outfit				** 110	r		acti	on I				,355	7,810
T34	On-Board Pipework		sch	edu	le n	661	le m	ana	gen	ent	atte	ntion	,115	13,396
T35	On-Board Electrical		SCI	icuu			13 11	14116	8011		atte		,885	3,991
T36	Maintenance		100.00	3.54	-783	-96.46	39,367	1,394	0	-37,973	39,367	37,972	37,972	1,395
		Report Totals	100.00	68.40	-603	-31.60	,014,390	693,895	660,525	-320,495	1,014,393	979,538	319,013	34,855



Chesapeake Marine

(Date format: MM/DD/YYYY)

PWBS Zone Progress Report (PROG04)

ct TSHIP CONTRACT - T-SHIP Series Contract - Production Demo

Project:

2002 to 2002

Zone:

0 to ZZZZZZZZ

Current Labor Hours					
Percent Progress Weeks Actual Schedule Fi	nal Hours				
Zone Planned Actual Ahead Ahead BCWS BCWP Hours Ahead Budget EA	C ETC	Savings			
Project 2002 Effective Date: 01/05/1993 Severn Bulk Carriers (Detail Work Orders)					
Default WB5 - SWB5 Project Totals: 65.37 67.93 2.56 1.38 663,105 689,077 660,525 25,972 1,014,393 984,55	5 324,030	29,838			
A Tank Top Midships 100.00 100.00 0.00 0.00 29,184 29,184 33,004 0 29,184 33,0	4 0	-3,820			
B Lower Side Tanks Midships 100.00 100.00 0.00 52,132 56,825 0 52,132 56,825		-4,693			
C Upper Side Tanks Midships 92.67 99.00 6.33 13.86 56,006 59,829 58,519 3,823 60,433 58,9	8 399	1,515			
D Spar Deck Tween Hatch 100.00 100.00 0.00 18,380 18,380 12,669 ⁰ 18,380 12,6		5,711			
E Screen Bhds 89.55 98.84 9.29 16.00 15,644 17,267 14,928 1,624 17,470 15,10		2,366			
F Aft Peak Units 90.59 96.10 5.51 2.00 17,591 18,661 17,640 1,070 19,418 18,39	5 715	1,063			
G Fore Peak Units 65.09 96.46 31.37 14.43 25,673 38,044 36,426 12,371 39,440 37,70	,	1,677			
H Cross Tanks 100.00 100.00 0.00 0.00 11,743 11,672 0 11,743 11,6	2 0	71			
I Shedder Plates	205	170			
J Hoppers Summary Progress Reports by	46	2,005			
K Madillion y book	0	-19			
L Main Deck & Engine Room Bhd Droduction Modulog & Chin Zonog	0	-684			
M Loop Belt Unit Production Modules & Ship Zones	0	-406			
N Deckhouses & Funnel	1,278	350			
P Aft Shell Units 92.91 99.00 6.09 8.14 15,199 16,195 17,886 997 16,359 17,9		-1,633			
R Engine Room Tank Top 100.00 100.00 0.00 0.00 6,788 6,788 8,296 0 6,788 8,2		-1,508			
S Tank Top Fwd E Aft 100.00 100.00 0.00 10,004 10,004 10,555 0 10,004 10,55		-551			
T Lower Side Tanks Fwd & Aft 100.00 100.00 0.00 0.00 21,507 26,709 0 21,507 26,70		-5,202			
U Upper Side Tanks Fwd & Aft 63.76 93.81 30.05 5.43 10,855 15,970 17,882 5,115 17,024 19,0	•	-2,038			
00 Misc. Ship-Wide 37.68 45.58 7.90 1.86 18,983 22,963 15,977 3,980 50,379 40,6	,	9,747			
10 Stern <aft peak=""> 88.90 86.82 -2.08 -1.14 5,376 5,251 4,838 -126 6,048 5,5</aft>		475			
13 Aft Peak 93.14 96.84 3.70 2.14 1,919 1,995 1,355 76 2,060 1,35		661			
20 Engine Room 36.79 32.66 -4.13 -4.00 7,867 6,985 6,394 -883 21,386 19,5		1,807			
21 Engine Room Below Floor Plates 100.00 100.00 0.00 0.00 4,211 4,211 4,394 0 4,211 4,39		-183			
22 Engine Room Above Floor Plates 53.09 48.10 -4.99 -2.86 17,686 16,024 13,279 -1,662 33,314 27,60	8 14,329	5,706			
23 Engine Room M		5			
Engine Room M. Know what ship zone/production interim pr	oduc	t :			
)			
26 H.F.O. Tank 20 Control of the con	tion)			
27 Engine Room Ca costs & schedule needs management atten	uon	1			
28 Funnel)			
29 Main Control Room 2.56 11.27 8.71 0.86 9 39 39 30 346 3		0 71			
40 Sea Lift Cargo Deck 45.49 49.33 3.84 1.86 3,052 3,310 3,065 258 6,710 6,2	3 3,148	7 1497			

WORK-PAC Trade Progress Report (PROG15)

(Date format: MM/DD/YYYY)

Labor Hours

Contract:

1999-01 to WBS-Various

Project: Trade: 2002 to 2002 0 to **ZZZZZZZ**

		Percent P	roaress				Current La	bor Hours		Final Hours				
T d.				Weeks			Bellin	Actual	Schedule	Pudast		ETC	Savings	
Trade	Description	Planned	Actual	Ahead	Diff	BCWS	BCWP	Hours	Ahead	Budget	CAL	EIL	Savings	
T01	AIR TOOL ROOM	50.08	38.01	-9	-12.07	1,976	1,499	1,389	-476	3,945	3,654	2,265	291	
T02	BLACKSMITHS	100.00	66.91	-11	-33.09	1,963	1,313	1,145	-650	1,963	1,711	566	252	
T04	BURNERS	100.00	91.05	-22	-8.95	53,160	48,402	48,934	-4,758	53,160	53,745	4,811	-585	
T05	CARPENTERS - SHIP	100.00	91.28	-14	-8.72	40,172	36,669	31,417	-3,503	40,172	34,417	3,000	5,755	
T06	CHIPPERS/CAULKERS	100.00	86.26	-22	-13.74	14,267	12,307	7,988	-1,960	14,267	9,260	1,272	5,007	
T07	CRANEMEN	100.00	72.51	-14	-27.49	20,793	15,077	16,788	-5,716	20,793	23,151	6,363	-2,358	
T08	DRILLERS/REAMERS	51.12	36.43	-4	-14.69	358	255	215	-103	700	643	428	57	
T09	ELECTRICIANS	62.47	39.27	-9	-23.20	16,824	10,575	9,691	-6,249	26,929	24,678	14,987	2,251	
T10	FITTERS	100.00	97.01	-33	-2.99	71,509	69,371	66,572	-2,138	71,509	68,621	2,049	2,888	
T11	FURNACEMEN - SLAB	100.00	100.00	8	0.00	1,415	1,415	1,279	0	1,415	1,279	0	136	
T12	JOINERS	22.89	20.83	-1	-2.06	7.980	7.263	8.016	-718	34.866	38,485	30,469	-3,619	
T13	LABOURERS	53.49	C			. D			D		1.	,368	-6,516	
T14	MACHINISTS	100.00		ımı	nai	YP	rogi	ess	Repo	orts	DV	,730	778	
T15	MOULD LOFT	100.00							-			1	2,395	
T16	PAINTERS	64.64			Shir	MOR	\mathbf{T} \mathbf{h}	rada	e/Cra	oft		,556	694	
T17	PIPE FITTERS	86.29		L	7111	y ar	ul	laut		III		,986	1,368	
T18	PLUMBERS	43.13	32.75	-3	-10.38	6,231	4,731	4,732	-1,499	14,447	14,447	9,715	0	
T20	PUNCH SHED	100.00	93.45	-20	-6.55	12,142	11,347	10,044	-795	12,142	10,748	704	1,394	
T21	RIGGERS	100.00	75.87	-24	-24.13	32,745	24,844	20,574	-7,901	32,745	27,116	6,542	5,629	
T22	SHEET METAL WORKERS	26.64	57.19	9	30.55	3,084	6,619	5,653	3,535	11,573	9,884	4,231	1,689	
T23	STAGE BUILDERS	94 91	55 01	_0	-28 au	10 499	12 946	15 149	-6 641	22 077	27 002	11 045	-4,116	
T24	STOCKYARD - S	1	4		1	4 •	4	.	4		1	1	2,514	
T25	STOCKYARD - S STORESMEN Kno	W WI	iat i)ro(luc	tion	tra	ae c	ost d	v sc	nea	ule	.,247	
T26	NIGHT MANAGE		1										.,092	
T28	WELDERS - ELE	1	need	c m	an	ager	neni	t att	entic	m			1,921	
T29	NIGHT FOREME		itcu	12 111		agei		ı alı	CIILIC	/11			0	
T30	PREPARATION FILLER	100.00	97.33	-22	-2.67	17,692	17,220	17,263	-4/2	17,692	17,736	4/3	-44	
T31	ON-BOARD PIPE WORKERS	100.00	81.74	-15	-18.26	41,584	33,991	29,280	-7,593	41,584	35,822	6,542	5,762	
T32	ON-BOARD STEEL OUTFITTERS	48.51	54.13	1	5.62	8,893	9,924	8,534	1,031	18,333	15,765	7,231	2,568	
T33	ON-BOARD ELECTRICIANS	100.00	100.00	12	0.00	654	654	1,188	0	654	1,188	0	-534	
T34	ON-BOARD SHEET METAL WORKERS	89.99	79.66	-8	-10.33	24,846	21,994	21,993	-2,852	27,610	27,610	5,617	0	
T35	ON-BOARD JOINERWORKERS	100.00	57.06	-21	-42.94	16,568	9,454	9,793	-7,114	16,568	17,163	7,370	-595	
T36	QUALITY CONTROL	100.00	75.71	-19	-24.29	6,900	5,224	4,023	-1,676	6,900	5,314	1,291	1,587/2	
T37	WELDERS - TACKING	0.00	100.00	8	100.00	0	0	0	0	0	0	0	0	
	Report Total	s 89.24	77.09	-402	-12.15	775,763	670,140	656,486	105,623	869,313	857,278	200,792	12,035	

Comparing Production Costs with Estimate

04/15/2003 14:14:35

SPAR Associates, Inc.

Page 1 of 1

(Date format: MM/DD/YYYY)

SWBS Group - Estimate vs Production Labor/Material Status Report (EvsP02)

Contract TSHIP CONTRACT - T-SHIP Series Contract

Project Range:

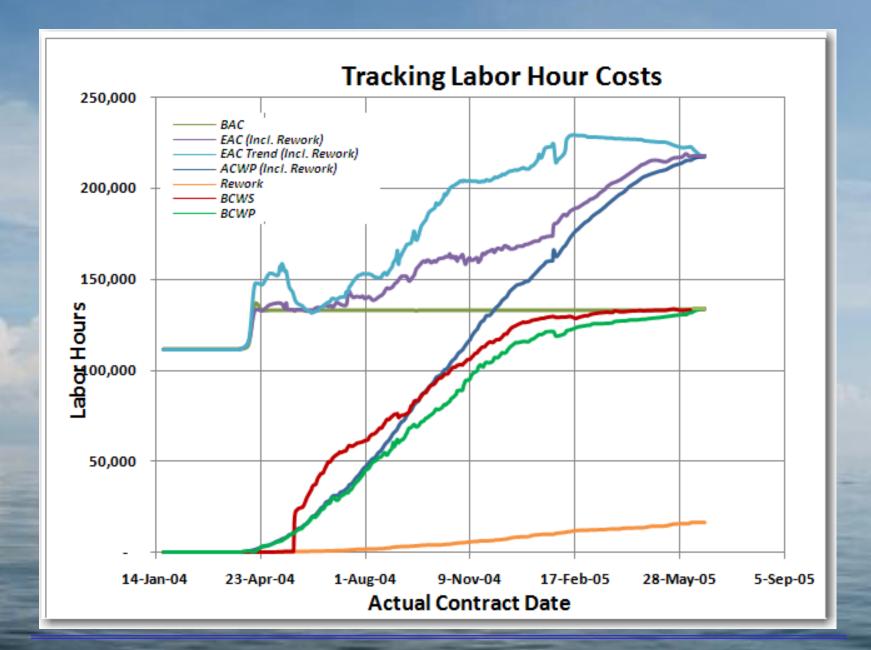
0 to ZZZZZZZZ

Group Range:

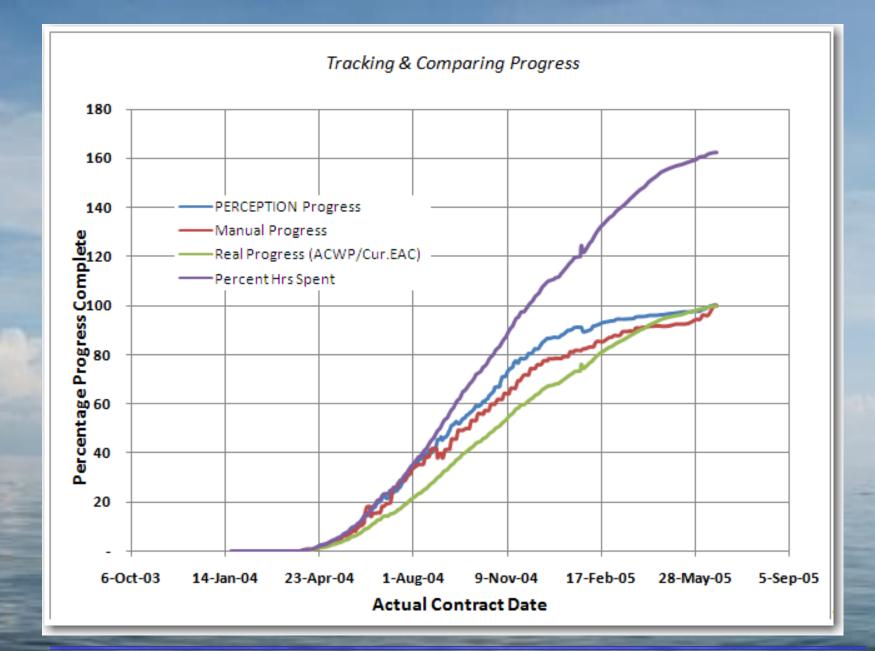
0 to ZZZZZZZZ

Group	Description		Estimated Hours	Production Budget Hours	Actual Hours	EAC Hours	Estimated Material Cost	Budget Material Cost	Committed Material Cost
Project 2002	Severn Bulk Carrier (work orders)		1,106,520	1,017,998	660,706	984,817	32,080,543	29,193,294	25,982,032
0	STEELWORK		515,791	474,528	450,719	474,895	17,150,061	15,606,555	13,889,834
1	ACCOMODATIONS OUTFIT		60,024	55,222	16,020	58,120	1,932,770	1,758,821	1,547,103
2	CARGO SYSTEMS OUTFIT		61,324	56,418	26,925	44,712	1,910,240	1,738,318	2,193,595
3	MECHANICAL SYSTEMS OUTFIT		89,983	82,784	20,641	73,453	2,708,477	2,464,714	2,108,533
4	PIPING SYSTEMS		89,620	82,450	26,504	62,160	2,603,448	2,369,138	687,686
5	MACHINERY SYSTEMS		30,325	27,899	7,712	23,832	849,100	772,681	1,376,678
6	ELECTRICAL SYSTEMS		63,073	58,027	4,821	55,591	1,699,813	1,546,830	1,981,189
7	PRODUCTION SERVICES		139,784	128,601	81,089	131,270	2,446,215	2,226,055	376,916
8	OWNER CHANGES		26,593	24,466	4,282	32,702	465,386	423,501	255,146
9	DESIGN & DRAWING		30,003	27,603	21,993	28,084	315,034	286,681	1,565,350
		Grand Total	1,106,520	1,017,998	660,706	984,817	32,080,543	29,193,294	25,982,032

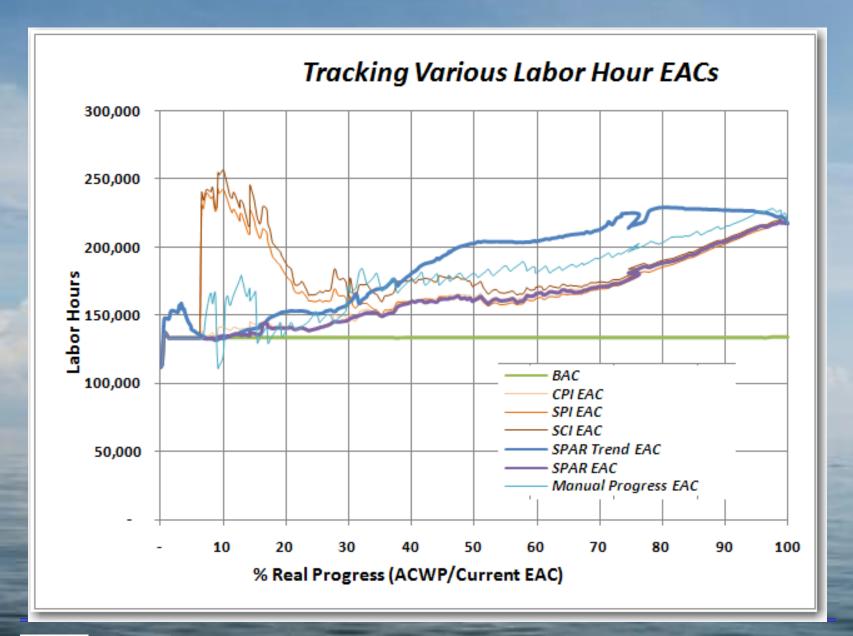






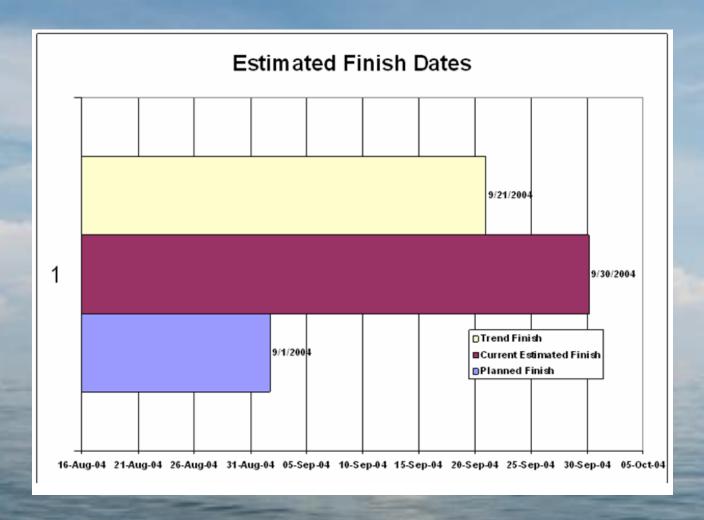








Reporting Schedule Variances





Many Formats for Reporting Detail Work Order Status

04/15/2003 10:42:10

(Date format: MM/DD/YYYY)

SPAR Associates, Inc.

Work Order Listing Report (WO04)

Project/SWBS Account/WC/WO Sort at TSHIP CONTRACT - T11

04/15/2003 10:44:00 (Date format: MM/DD/YYYY)

SPAR Associates, Inc.

Work Order Listing Report (WO05)

Project/Zone/Planned Start Sort

at TSHIP CONTRACT - T32

Page 36 of 77

Page 4 of 102

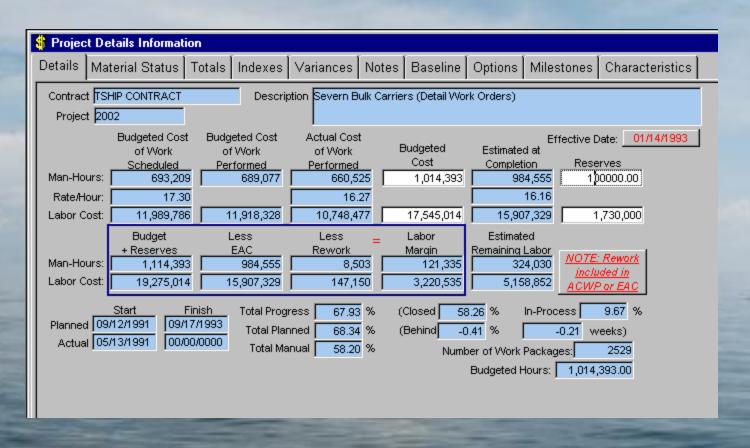
ork % rs Prog

0 100.00 0 100.00 0 100.00

0.100.00 Work Premium After Rework % Planned Planned Actual Actual Over Budget Actual 0.100.00 Center Order Heading Unit Acct Hours Close Hours Prog Auth Start Finish Start Finish Sta Hours Hours Run 0.100.00 Project 2002 Effective Date: 01/14/1993 Severn Bulk Carrier (work orders) 0.00 Zone 00 MISC TOTAL SHIP 0.00 24600 T32 FABRICATE RIGGING 246 12/23/1992 02/02/1993 06/19/1992 00/00/0000 384 75.00 T36 60300 UNLOAD MCC CONNECT 603 N 12/23/1992 07/26/1993 000000000 00000000 373 0.00 0 0 0.00 30413 31-40 BBOARDS+TIMBER 01/05/1993 02/02/1993 09/23/1992 10/02/1992 497 490.00 0.100.00 T23 304 N 0 100.00 T33 30422 WAY 21-30 TOP PACKED 304 01/05/1993 01/26/1993 07/21/1992 09/10/1992 285.00 * CLEAR BERTH + HULL 00/00/0000 00/00/0000 3,451 0.00 35 0 0.00 T33 30442 304 Ν 01/05/1993 02/17/1993 0.00 T33 31900 WT + OIL TIGHT DOORS 319 Ν 01/05/1993 05/14/1993 00/00/0000 00/00/0000 111 0.00 0 0.00 T36 60600 FAB NAVAID FITTINGS 606 01/05/1993 02/09/1993 00/00/0000 00/00/0000 0.00 WAY 31-40 TOP PACKED 01/12/1993 02/02/1993 10/02/1992 10/09/1992 0 100.00 T23 30423 304 Ν 277 260.00 T33 30404 WAY 41-50 SET+PACKED 304 N 01/12/1993 02/09/1993 10/01/1992 10/30/1992 456 370.00 13 0 100.00 0 100.00 T33 30414 41-50 BBOARDS+TIMBER 304 Ν 01/12/1993 02/09/1993 08/20/1992 10/30/1992 497 328.00 11 T33 30436 JACKING SHORES+LUGS 01/12/1993 02/02/1993 00/00/0000 00/00/0000 324 0.00 0 0 0.00 304 Ν 0 100.00 T33 30438 ROPE + STRAP TIMBERS 304 N 01/12/1993 02/02/1993 07/06/1992 11/06/1992 787 0.00 8 T33 30440 18 DRAG CHAINS+BOXES 304 01/12/1993 02/17/1993 00/00/0000 00/00/0000 1,628 0.00 0.00 T36 60200 MASTS CABLING 602 01/12/1993 04/21/1993 00/00/0000 00/00/0000 180 0.00 0 0.00 T31 16790 SIDELIGHTS SHOPWORK 167 01/20/1993 06/22/1993 08/12/1992 00/00/0000 152 41.00 0 0 0 0.00 Ν 30424 WAY 41-50 TOP PACKED 304 01/20/1993 02/09/1993 10/12/1992 10/30/1992 147.00 0.100.00



Tracking Performance Costs & Status On-Line





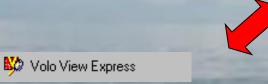
PERCEPTION System's



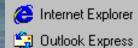












Desktop & Internet Products



Microsoft Access



Microsoft FrontPage

Microsoft Outlook

Microsoft PowerPoint

Microsoft Word



Interfaces With Accounting Systems

PERCEPTION

System Transactions

- Time Charges
- Purchases
- Stock Usage & Adjustments
- Customer Invoices
- Vendor Invoices

Accounting Systems

Payroll

General Ledger

Accounts Payable

Accounts Receivable



Established Interfaces With Popular Accounting Systems



Great Plains

ACC-PAC

Peachtree

Quick Books

Generic Export
Transactions for
other systems



Data Import/Export Features

PERCEPTION can import/export data in various formats:

- SQL ODBC
- Databases: Excel, Access, Oracle, SQL Server, Sybase SQL Anywhere
- Text files (comma, tab delimited & strings)
- Windows cut, copy & paste
- U.S. EDI Standard X12 (XML)
- Microsoft Project



PERCEPTION Tool Room Management

- Control Check-out & Returns of Small Tools
- Track Tool Usage
- Track Tool Repairs
- Track Tool Costs & Purchasing Sources



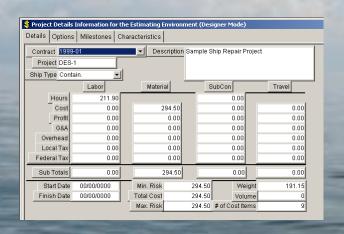


Miscellaneous PERCEPTION Features

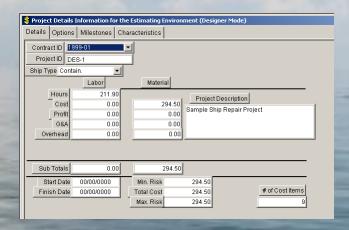


Customizing Display Layouts

PERCEPTION offers a number of features that allows the user to customize the system windows & reports.









Modified Data Window (En español)

Project Details Information for the Estimating Environment										
Details Options Milestones Characteristics										
La identificación del contrato R-27										
identif	icación de Proyecto	270								
	El trabajo	la Materia								
Las horas	551,752.50									
El costo	5,517,525.00	9,375,711.92	Proyecte la Descripción							
La ganancia	926,944.26	566,058.72	Proyecte la Descripcion							
Los Costos Administrativos			Lead ship (Sample Detail Estimate)							
El Costo de arriba	2,758,762.50	0.00								
El impuesto local	0.00	234,392.92								
Los subtotales	10,196,386.29	10,914,500.93								
La Fecha del comienzo	00/00/0000	El Coste total	El Riesgo mínimo 21,110,887.22							
La Fecha del fin	00/00/0000	21,110,887.22	El Riesgo máximo 21,110,887.22							



Data Window Designer

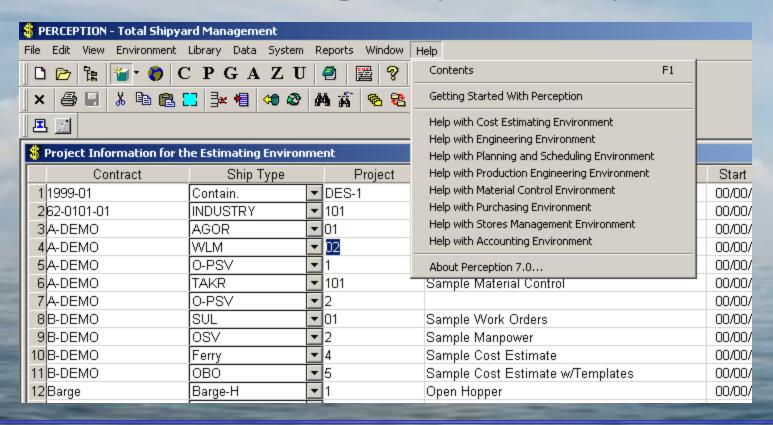
All columnar worksheets, free-form data windows and most system reports can be edited & customized by the user:

- 1. Text Headings & Data Field Labels can be modified to suit specific user requirements. This includes using non-English text and Windows-supported non-English alphabetic characters.
- 2. Un-needed data columns and free-form data fields can be hidden from displayed view.
- 3. Data Fields re-arranged and re-sized in free-form data windows.

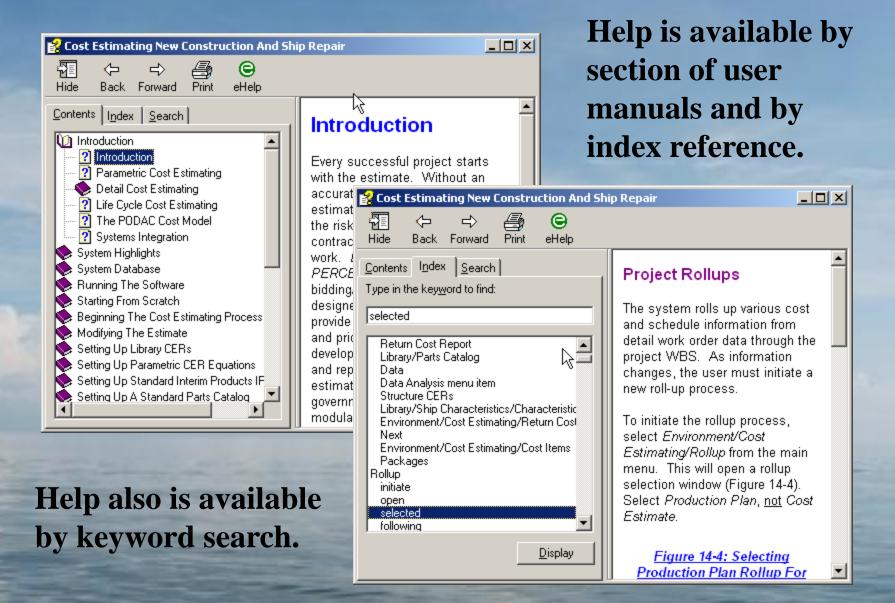


On-Line User Help

On-Line Help is only a click away:









Training Tutorials

PERCEPTION system includes a wide range of training tutorials depending upon the user's specific needs and scope of system functions authorized to use.

These tutorials minimize training and re-training costs. They can be exercised any time for the user's convenience.



Training Tutorials:

Getting Started – General System Features

Starting A New Project

ESTI-MATE Cost Estimating Libraries
ESTI-MATE Estimating New Construction
ESTI-MATE Estimating Ship Repair

PERT-PAC Integrated Scheduling
PERT-PAC Scheduling Hull Block Construction

WORK-PAC Starting From Scratch for Work Order
Planning & Management
WORK-PAC Generating Work Orders
WORK-PAC Project Manpower Planning & Forecasting
WORK-PAC Shipyard Total Manpower Modeling

MAT-PAC Starting From Scratch for Material Planning, Purchasing & Inventory Control.

MAT-PAC Managing Drawings

MAT-PAC Managing Stock Inventories

MAT-PAC Material Requisition

MAT-PAC Purchase Orders

MAT-PAC Receiving & Warehousing

MAT-PAC The Parts Catalog

MAT-PAC Tool Room Management Control

MAT-PAC Withdrawing Material

MAT-PAC Work Order Pallets

Project Manager Activities

Reports - Labor Cost & Work Progress

Reports - Material Cost & Schedule Status

Accounting New Project Setup

Accounting Customer Billings

Accounting Interface Setup

Accounting Time Charges

Accounting Vendor Invoices



PERCEPTION Software

PERCEPTION is a WIN32 application based on PowerBuilder. PowerBuilder is a 4GL software development tool that enables new software development 10-times faster than 3GL tools. PowerBuilder expedites fast & easy interfacing/integrating with other WIN32 and .NET applications.

It is a two-tier Client/Server System which also can be operated over the Internet using a remote central database.



PERCEPTION Database

PERCEPTION uses the SyBase SQL Anywhere database, a powerful RDBMS system which includes a self-tuning query optimizer and dynamic cache sizing features. Unlike other large-scale database systems, these features minimize any database administration functions for the user.

SQL Anywhere can integrate securely and reliably to databases using enterprise-class synchronization. This is the only synchronization technology to link with leading mobile devices, Sybase, Oracle, Microsoft, MySQL and IBM databases in the enterprise.

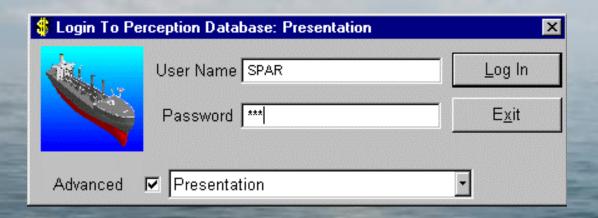
Sybase, now an SAP company, will be servicing all future SAP software systems.



System Security

All users are required to log into the system with their name and password.

Each user also is formally assigned authorized areas of the software to access and restricted from all others.





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