What Does Veracity Do?
Veracity’s purpose is to provide accurate, objective, and insightful Decision Support services to enterprise managers, whether they manage aircraft inventory, replacement parts, or even recruits right off the bus. Veracity assists various types of enterprise managers with authoritative, data-driven analysis that reveals optimal courses of action for solving complex problems.

Within the Naval Aviation Enterprise, Veracity is widely known as the driving force behind the Naval Synchronization Toolset Process, or NST. Since 2010 Veracity (or its predecessors) has been providing state-of-the-art forecasting and analysis services, using the NST process to assist the enterprise with aircraft availability and inventory management.

Over time, the original sponsoring program office (PMA-265) has steadily invested in developing Veracity’s competencies through its execution of NST. We have developed depth of experience with program office-specific issues that NAE leadership depends on for unique analytical results. As the benefits of the NST Process for PMA-265 have matured, numerous other Navy and Joint program offices have adopted the process.

We Do What Others Don’t
For any area we support, we develop a single, coherent view of the likely future, based on all stakeholders’ plans and expectations. We can do this because

- We know the people and their positions/concerns.
- We know the business processes among them.
- We know the data.

From this knowledge we create a data-driven platform for making both tactical (near-term) and strategic (medium- to long-term) decisions.

We are trusted agents and have no conflicts of interest. We work solely for the customer’s benefit.

Why We’re Not Typical
Sometimes it is easier to explain what a company does by first clarifying what it does not do.

First, we do not sell software or products. Veracity provides Decision Support services, a concept very different from selling a product. NST’s software is part of the process we use to analyze data, and this process can’t be bought in a box.

Second, we do not plug bodies into seats to fulfill contract requirements. Such a practice is essentially staff augmentation, limited to the tools and intellect of a single person. Our process, by contrast, is built on in-depth analytical expertise from an experienced, cohesive team. We are positioned within the enterprise for meaningful interaction throughout the organization.

Third, we are not management consultants. Their job, while useful in its own way, is to provide a static set of recommendations, based on a snapshot taken in the recent past.

“...what Veracity did [with NST] was mod plans, and I couldn’t figure out how that was going to help us with ALQ-99. I became a believer when I saw what you developed and how you helped us understand future requirements, and even folded in threat scenarios. I’m absolutely a supporter now.”

– OPNAV N98 Airborne Electronic Attack Requirements Officer.

Familiar examples of consultants’ aviation-related products are Independent Readiness Reviews, which are fundamentally different from Veracity’s integrated assistance with tactical and strategic planning.

In fact, a key feature of our process enables users to interact with the data, not just view it passively, to answer “what if” questions after we’ve established an accurate baseline. This ability to adjust variables, whether in funding, policy, or planning, has proven invaluable to decision makers.
The Big Picture
The forecasting and analysis process we provide for our customers creates a single, math-based source of truth for decision making. With this authoritative information in hand, resource managers focus on actually solving problems, free from bias and turf. Decision making occurs from a new perspective, allowing mission accomplishment for the benefit of all.

Learn More
We present a detailed case study on the following page. To discuss the topic in more depth, feel free to call or email us at the contact information below.

Our website explains our analytic process in depth and also introduces our people and mission.

We Can Meet Anytime
We are ready to discuss next steps at your convenience.

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“We are back to ‘winning’ the war of facts. Thank you.” –
Head, OPNAV N98 Strike Branch

Mike Macedonia
SPA VP and Veracity Group Leader
Founder of Veracity Forecasting and Analysis

An SPA Company
Personnel throughout the NAE are hard at work developing plans for achieving a certain number of Mission Capable F/A-18 E/F aircraft by a specific date. As PMA-265 oversees this work, we believe a fundamental question arises: are the planners using **reliable** forward-looking data?

Our long experience with the NAE has made clear that stakeholders’ plans and actions inherently link to and strongly influence each other. Production and delivery forecasts, from entities such as COMFRC, NAVSUP, and DLA, are the key data elements for aircraft availability and readiness planning. But if those forecasts are unreliable, the NAE’s plans for achieving the Air Boss’s readiness goals will need to change.

**This concern is much more than hypothetical.** Out-of-reporting levels for F/A-18 A-D aircraft were unacceptably high in 2014 due to depot-level High Flight Hour inspections. At the time, optimistic “get well soon” projections proliferated within the NAE. These projections seemed inconsistent with what resource managers knew at the TYCOM level—the OOR problem was getting worse, not better.

In our role as the NST process facilitator, we understood different stakeholders’ viewpoints and sought to clarify the disconnect’s source. We discovered that the issue rested squarely with aircraft Estimated Completion Dates, received from COMFRC, suppliers, and other entities. The forecasts for individual aircraft were reasonable at the local level where the ECDs were determined. Collectively, however, they were inconsistent with the global production levels COMFRC's depots could achieve, as seen in the figure below.

![Chart](https://via.placeholder.com/150)

This chart displays data from 2014 that contrasts the historically achieved COMFRC production with the production implied by the ECDs then published. This insight—that COMFRC's ECDs were not globally feasible—caused the TYCOM and COMFRC to fundamentally rethink the F/A-18 A-D aircraft inventory balance between strike/store decisions and inductions for service-life extensions.
A similar problem appears to be confounding the NAE’s readiness recovery efforts today. The figure below contrasts the historical and implied future production for just a few of the hundreds of degrading F/A-18 E/F parts, identified by National Item Identification Number (NIIN). The stark contrast indicates that these forecasts are likely reasonable at the individual part level but may be unrealistic at the enterprise level. These NIINs also have subassemblies and components that may be out of stock, causing future production issues. Most parts follow a pattern similar to this chart, which is simple in approach but points to the complexity of the real issues.

To rapidly improve readiness and achieve the Air Boss’s goals, long-term down aircraft must be rebuilt with optimal efficiency. To decide how best to manage scarce parts and limited resources, build teams require more realistic forecasts than seen here.

How can Veracity help? The solution is straightforward: we can assist the PMA in vetting the risks of current build plans. From there we can help develop executable build plans that account for supporting organizations’ risks and uncertainties, leading to optimal conditions for efficient decision making.