RESTORING MATERIEL READINESS FOR A MORE LETHAL FORCE
CHALLENGE THE STATUS QUO . . .

The mission of DoD maintenance is to generate and maintain materiel readiness to support National Security objectives. DoD maintenance repairs, overhauls, and modifies weapon systems, platforms, and equipment, to meet operational, contingency, and training requirements.

This publication highlights our readiness challenges and approaches, identifies a strategy and vision, and issues a call for action. It offers a snapshot into DoD's vast maintenance enterprise including the cost and scope of sustainment, the people, organizations, and locations performing maintenance.
Achieving greater performance and affordability at maximum speed is in our DNA as sustainers. We are the enablers, the fixers. We understand what it takes to produce higher levels of material readiness — improving the availability of our weapon systems, platforms, and equipment.

The challenge of obtaining a more lethal, resilient, and rapidly innovating Joint Force is before us. There is no one-size-fits-all approach — no silver bullet. The solution lies in the dedicated and focused efforts of our maintenance and logistics professionals in the field, on the deck plates, on the line, in manufacturing, and in the back shops, each and every day, making incremental improvements, component by component, subsystem by subsystem, with a focus on long-term reliability, reducing mean-time between failures, and reducing turnaround time. Achieving targeted levels of availability is occurring as we systematically remove bureaucratic hurdles, stabilize sustainment resources, measure progress, and implement accountability. Although we have made considerable progress over the past year, we have a considerable way to go.

Innovation lies here. As technologies have matured and weapon system complexity has grown exponentially, we, have kept pace with the latest capabilities and are implementing both commercial best practices and new state-of-the-art capabilities. We are leveraging new tools, such as Artificial Intelligence, to provide us new insights from treasure troves of historical sustainment data.

We know how to compete successfully in this space; we’ve been doing it for decades. Our strength is in our diverse and talented workforce. Our advantage is the balanced industrial based capabilities both private and public, software and hardware alike.

The tide is turning — we are recovering material readiness daily. We must harness the momentum we gained over the past year to accelerate our pace of change. There is no time to wait for recapitalization efforts to deliver new systems. Conflict is upon us now — today — and we will produce ready and available fielded systems, deter, and win.

Kenneth D. Watson
Deputy Assistant Secretary of Defense Materiel Readiness

**GROWING A RELEVANT WORKFORCE**

**ADDRESSING INCREASING WEAPON SYSTEM COMPLEXITY**

**LEVERAGING SWIFT TECHNOLOGICAL INNOVATIONS**
ADDRESSING KEY CHALLENGES AND SETTING THE CONDITIONS FOR READINESS ACROSS THE DOD ENTERPRISE

Stimulate innovation and agility in maintenance requirements – Require a scalable maintenance and sustainment capabilities ready—where and when needed – Foster improved integration into contingency planning and execution – Uphold enterprise approach to sustainment

Preserve and enable industrial base repair sources – Ensure visibility and balance across all critical capabilities—public and private – Identify and secure required long-term provider capabilities and last source provider impacts—enabling access to intellectual property

Drive improved weapon system maintenance planning – Emphasize sustainment planning during the acquisition process – Eliminate single points of failure in maintenance planning approaches – Update informed and reliable maintenance planning approaches

Establish common and meaningful metrics to support decision-making – Promote transparency and access to timely and authoritative sustainment data – Develop ability to identify and resolve availability and cost drivers – Nurture “Big Data” approach to improve sustainment effectiveness and efficiency

Confront uncertainties of budgetary stress – Anticipate sustainment budget realities – Attack the compounding impact to campaign and material readiness – Advocate timely adjustments to address material readiness needs

Ensure relevance of our sustainment workforce – Recognize the shift from a purely hardware-centric trade skill base to a more software engineering requirements – Ensure workforce responsiveness in meeting material readiness requirements – Recruit, train, grow, and retain skilled technicians and artisans

Visibility and knowledge of software sustainability capabilities – Careful management of software operational baselines – Enable workforce capability, knowledge, and skill set that are critical to performing software sustainment functions – Recognize and take deliberate planning for software facilities and resources

REACH IS EVERYBODY’S BUSINESS

Maintainers have stepped up to meet the material readiness challenges of over 17 years of continuous combat. The readiness we have generated, however, has been predominantly focused on “today’s” requirements — fiscal uncertainties and prolonged engagements have placed tremendous stress on our force, our installations, our equipment, and our long-term readiness. We must recommit ourselves to instilling balance, innovation, and proficiency across our maintenance industrial base — both public and private. Careful life cycle planning supported by meaningful metrics consistent across the Department must be in place to drive effectiveness and efficiency in weapon system sustainment. Our maintenance workforce, and the tools and processes they must master, will be our greatest asset moving forward.
WARFIGHTER FIRST – UNWAVERING WARFIGHTER FOCUS TO DELIVER READY WEAPON SYSTEMS, EQUIPMENT, AND PLATFORMS

Maintenance generates and sustains materiel readiness—ensuring weapon systems, equipment, and platforms are available to support training and exercises, and ultimately, to deploy in support of warfighter requirements to respond to any humanitarian or contingency situation. Maintenance is integral to sustaining the Joint Force, by restoring combat capability to keep our deployed forces in the fight. Facing threats to our national security demands our sustainment enterprise be ever-vigilant, agile, and equally ready to adapt and evolve to warfighter requirements.

In order to be successful, DoD maintenance establishes, sustains and resources required capabilities, in the public and private sectors, in order to meet mobility and contingency requirements. Maintenance is organized and equipped to respond rapidly worldwide, based on efficient processes and task-based warfighter-focused outcomes.

PEOPLE ALWAYS – TRAINED AND READY MAINTENANCE WORKFORCE

People are key to performing maintenance. The DoD sustainment workforce must respond successfully to materiel readiness requirements, with the ability to meet changing demands.

Warfighter development is a continuous and enduring process and is fundamental to maintenance execution. Each maintenance activity strives to develop a highly-skilled workforce that operates in a safe and healthy environment. A骄傲 of skilled workers is a constant goal and organizations strive to attract and retain critical technical skills to meet warfighter demands.

TECHNICALLY ADVANCED – MODERN, SAFE AND PROPERLY-POWERED INDUSTRIAL FACILITIES AND EQUIPMENT

DoD sustainment leverages a deliberate balance of public and private maintenance capabilities and capacity to overhaul, repair, and modify the Department’s wide array of weapon systems, platforms, and equipment. As these systems become increasingly complex, modern and technically advanced maintenance and engineering facilities are required to support these often software-intensive technologies. Innovative maintenance capabilities, including facilities and equipment, must keep pace with and anticipate the broad range of rapidly evolving and emerging technology advances.

While retaining the capability to sustain the current legacy weapon workloads, the infrastructure must be shaped for the future and sized to accommodate both steady state materiel readiness outcomes, and contingency surge requirements. Our policies and strategies are designed to ensure DoD maintenance facilities remain vital capabilities and are able to effectively mitigate mission risk due to process and product obsolescence. Active and effective programs for development of DoD maintenance facilities and equipment are essential to the nation’s industrial health.

2019 UNITED STATES OF AMERICA DEPARTMENT OF DEFENSE
Common equipment capability, to include the workforce, is a national asset foundational to the organic portion of the defense and Government-owned and Government-operated defense that the Department of Defense maintain a section 2464 of Title 10 USC, Core Logistics Capabilities, functions. Recognizing this, the Congress adopted force. As such, the military command and control.

NAVAL SHIPYARD AND COMMAND/BARSTOW

$151.4

SUSTAINMENT

−

10 USC 2469:

10 USC 2366A/B:

Depot-level CITEs and PPPs

Capital Investment

Minimum

MDAP Milestone

NAWC-WD

Defense Strategy.

Prioritizing the transition to software sustainment

SUSTAINING SOFTWARE CRITICAL

SETTING THE CONDITIONS FOR SUCCESS:

SOFTWARE SUSTAINMENT –

REMOVING SYSTEMS

−

insertion and advocacy

sustainment, and investment into establishing

relates to software requires more strategic

access and analysis

sustainment, and investment into establishing

of software critical systems.

NSWC

AMRDEC SED

PORTSMOUTH NAVAL SHIPYARD

SYSTEMS

KNOWLEDGE

Warfare Capabilities

Warfare Capabilities

greatest expenditure at $33.7 billion.

− Ogden Air Logistics Complex, Hill AFB, UT

− Naval Surface Warfare Center, Corona, CA

− Warner Robins Air Logistics Complex, Robbins AFB, GA

− Naval Air Warfare Center Aircraft Division - Training Systems Division, Orlando, FL

RESTORING MATERIEL READINESS FOR A MORE LETHAL FORCE

a spectrum of weapon system domains.

Significant value to enhancing warfighter capability across

organizations engaged in software sustainment with

of customer needs and deliver critical software updates

extensive capabilities, staffed by over 10,000 government

analytical capabilities.

It is imperative that we concentrate our efforts as an

environment on the most critical priorities and identify

and exploit materiel availability improvement opportu-

Best practices are being shared throughout the

DoD sustainment community to continually incorporate

process improvement and innovation into every

maintenance and business operation. We must leverage

in-house scale and manage proliferation in important and
growing workload areas such as additive manufacturing,
artificial intelligence, digital applications, and software.

As weapon systems become more complex, DoD

maintainers must continue to be more innovative to

increase responsiveness and incrementally reduce cycle
times and life-cycle costs.

DoD maintenance sustains and restores weapon systems and material to their inherent performance, safety and reliability levels. In order for this to be successfully planned and resourced, sustainment and maintenance considerations shall be addressed at program inception, emphasized during design, and resourced simultaneously with production. History proves that sustainment and maintenance capabilities are critical to our warfighting capability. This fact cannot be ignored nor traded away. We must deliberately work with our acquisition brethren to identify those sustainment and maintenance capabilities, ensure they are adequately addressed in weapon system designs, and effectively and efficiently planned and resourced.

Maintenance planning is occurring earlier in the weapon system life-cycle planning processes. We must ensure metrics and tools for effective maintenance management and oversight, and standard communication practices that ensure reliability, maintainability, and supportability considerations are increasingly incorporated in sustainment strategies. DoD must do more to ensure maintenance capabilities are relevantly pressed and that they evolve as rapidly as weapon system capabilities do so that we can meet the demands of our National Defense Strategy.

PROACTIVE LIFE CYCLE SUSTAINMENT PLANNING – IMPROVE RELIABILITY, MAINTAINABILITY, AND SUPPORTABILITY FOR THE FUTURE FIGHT

DoD maintenance operations and management are becoming increasingly responsive, agile, and outcome-focused to meet challenging material readiness requirements and cost management targets. We are capturing our enterprise maintenance data related to inventory, availability, cost and day-to-day transactions. This data-driven approach will inform our decision making, while enabling more transparent and predictive analytical capabilities.

RESPONSIVE AND AGILE – FLEXIBLE MAINTENANCE OPERATIONS AND MANAGEMENT WITH INNOVATIVE MAINTENANCE PROCESSES AND BUSINESS PRACTICES

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SOFTWARE SUSTAINMENT CRITICAL TO DELIVERING MODERN WARFIGHTING CAPABILITY

SOFTWARE SUSTAINMENT – SETTING THE CONDITIONS FOR SUCCESS: SUSTAINING SOFTWARE CRITICAL SYSTEMS THROUGHOUT THEIR LIFE-CYCLE

Prioritizing the transition to software sustainment during requirements and engineering development is critical to timely, effective, and affordable sustainment, regardless of how software engineering organizations are structured and resourced. Software sustainment organizations must be engaged and imbued at the earliest design stages to ensure we can keep pace with new capabilities as systems become operational.

To USC 2464 establishes a key imperative for DoD to establish core Government Owned Government Operated capabilities as a newly and controlled source of technical competence and resources for national security. This time is now to shift from our traditional, hardware-centric focus and identify what core means for software intensive systems and associated software engineering capabilities.

In today’s software intensive environment, a “Go to War” analysis of what core means as it relates to software requires more expansive thinking than just focusing on individual weapon systems or platforms. We cannot risk mission success by underestimating the scope and magnitude of what should be considered core for software intensive systems.

Lastly, access to software source code, emphasizing an early focus on designing for sustainment, and investment in establishing and modernizing System Integration Laboratories are just a few of the challenges faced by the DoD software enterprise. There are many issues in preparing for the sustainment of software critical systems.

SOFTWARE ENGINEERING CRITICAL TO DELIVERING MODERN WARFIGHTING CAPABILITY

Software is a foundational building material for the engineering of systems, enabling almost 100 percent of the integrated functionality of cyber-physical systems, especially mission-critical and safety-critical software reliant systems. More simply, these systems cannot function without software. There is no place it tight for the advancement of software technology and toバー the DoD in new systems, as we as enhance the capabilities of fielded systems and extend their operational value far beyond their original designed life. We must ensure we can accommodate this growth.

There are now over 30 DoD organs software engineering organizations -- engaging in software sustainment with extensive capabilities, staffed by over 10,000 government engineers and other technical staff. These organs software sustainment organizations successfully respond to a range of customer needs and deliver software sustainment and enhancements, often under the intense schedule pressures of wartime operations, to deliver critical sustainability capabilities. Each service’s government-owned, government-operated Software Engineering Centers’ capabilities provide significant value in enhancing weapon system capability across a spectrum of weapon system domains.

2019 | UNITED STATES OF AMERICA | DEPARTMENT OF DEFENSE
Title 10 of the United States Code outlines the role of the Armed Forces. It provides the legal basis for the roles, missions, and organization of each of the Military Services as well as United States Department of Defense.

Grounded in Title 10, DoD uses policy and processes to set the enterprise conditions that are aligned, mission focused, and supportive of our national security and military priorities. These policies and processes serve to support enterprise conditions that instill a culture of continuous improvement and performance excellence. Chief among these enterprise conditions are:

- A balanced and strong industrial base that provides the surge capabilities if required by the nation.
- A culture of collaboration – one that shares best practices as well as addressing common pitfalls.
- A focused, and supportive of our national security and military priorities.
- Maintenance processes that yield accurate and transparent data – leveraged for improvements and improved decision making – Service organizations leverage this to address special cause deviations and higher level organizations conduct analyses to identify and solve systemic issues.
- A culture of collaboration – one that shares best practices as well as addressing common pitfalls.
- Processes and leaders that foster a culture of assessment and feedback in which mistakes can be made and then corrected is encouraged in the quest to improve operations and customer satisfaction.
- A work environment in which people are treated as the organization’s most important asset. Proper investments are made in order to meet the challenges of today and create the maintenance leadership of tomorrow.
- A balanced and strong industrial base that provides effective support in a time-critical and reliable source of large capabilities if required by the nation.

LEGGISLATION, POLICY AND END-TO-END PROCESSES – OUTCOMES THAT ARE SETTING THE GLOBE FOR MATERIEL READINESS

ENTREPRENEUR CONDITIONS – THAT DRIVE MATERIEL READINESS

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  - A balanced and strong industrial base that provides effective support in a time-critical and reliable source of large capabilities if required by the nation.
The Department recently launched several initiatives to address these costs. The central nervous system of these initiatives consists of a common set of enterprise metrics, including one new metric: cost per day of availability or C/DA. C/DA is derived from the DoD Maintenance and Availability Data Warehouse (MADW), a data repository with over 1.5 billion transactional records for all weapon systems dating back to FY2006. Through the application of big data analytics and machine learning, MADW allows the department to understand cost and availability drivers for each weapon system, common groups of systems, and for the Department as a whole. This valuable tool is creating visibility of potential opportunities for reducing sustainment costs and improving availability where previous visibility was not evident.

The Department is creating a dashboard of key performance indicators (KPIs) for each weapon system, major group of weapon systems, and for the Department as a whole. These KPIs will enable DoD leadership to monitor the overall state of mission capability on a quarterly basis.

The department is also creating visibility of the cost and scope of sustainment, the people, and the material that comprise DoD’s vast maintenance enterprise. This is being done by conducting a deeper dive into weapon systems and core logistics capability that is Government-owned and Government-operated.

Necessary to ensure effective and timely response to a source of technical competence and resources and the modernization of processes to support this source, a detailed analysis of current and potential future weapon systems is being undertaken. This is supported by comprehensive and integrated inventory requirements planning activities to facilitate future weapon system modernization and build the foundation for long-term sustainment cost improvements.
MAINTENANCE

DoD material maintenance is performed at different levels, ranging in complexity from daily system inspection to rapid removal and replacement of components to the complete overhaul or rebuild of weapon systems. Depot-level maintenance entails overhauling, upgrading, or rebuilding of parts, assemblies, or subassemblies, and the testing and reclamation of weapon system end-equipment. The majority of depot maintenance workload is associated with ships and aircraft. Across all systems, there are critical software sustainment personnel continuously working to maintain an operational baseline in the face of technological advancements and an ever-changing threat environment. Field-level maintenance includes both in- and off-equipment maintenance activities not performed at the depot-level.

RESTORING MATERIEL READINESS FOR A MORE LETHAL FORCE

Global security realities and peer competitor capability, to include the workforce, is a national asset industrial base and is primarily focused on our maintenance and other emergency requirements. The core concept source of technical competence and resources equipment and facilities) to ensure a ready and controlled defense that the Department of Defense maintain a core logistics capability that is Government-owned and Government-operated.

Sustainment is a critical enabler of a lethal military force. As such, the military command and control of weapon systems. Depot-level maintenance entails overhauling, upgrading, or rebuilding of parts, assemblies, or subassemblies, and the testing and reclamation of weapon system end-equipment. The majority of depot maintenance workload is associated with ships and aircraft. Across all systems, there are critical software sustainment personnel continuously working to maintain an operational baseline in the face of technological advancements and an ever-changing threat environment. Field-level maintenance includes both in- and off-equipment maintenance activities not performed at the depot-level.

Maintaining America's Lethal Competitive Edge

This publication highlights our readiness challenges into DoD's vast maintenance enterprise including approaches, identifies a strategy and vision, which states in part, it is essential for the national threat environment. Field-level maintenance includes both in- and off-equipment maintenance activities not performed at the depot-level.

MATT BURKE

Department of Defense

2019 | UNITED STATES OF AMERICA | DEPARTMENT OF DEFENSE

TOTAL DOD MAINTENANCE

606,000

DEPOT MAINTENANCE

13%

FIELD MAINTENANCE

87%
RESTORING MATERIEL READINESS FOR A MORE LETHAL FORCE

Global security realities and peer competitors require that DoD industrial base and is primarily focused on our maintenance, sustainment, and other emergency requirements. The core concept is foundational to the organic portion of the defense and national security objectives. DoD maintenance is to generate and maintain materiel readiness to support military command and control functions. Recognizing this, the Congress adopted section 2464 of Title 10 USC, Core Logistics Capabilities, and MAINTENANCE FACILITY.

Software Engineering Activities

Army
- Aviation and Missile Research, Development and Engineering Center
- Chemical and Biological Defense
- Countering Weapons of Mass Destruction
- Counterdrug Programs
- Army Communications-Electronics Command
- Army Research Laboratory
- Army Training and Doctrine Command
- Sustainment Center of Excellence

Air Force
- Space and Naval Warfare Systems Command
- Space and Naval Warfare Systems Command

Navy
- Naval Network Warfare Command
- Naval Information Forces
- Naval Surface Warfare Center
- Naval Air Warfare Center

Organic Manufacturing Arsenals and Major Depot Maintenance Facilities

Army
- Aberdeen Proving Ground
- Coatesville, PA
- Letterkenny Army Depot, Chambersburg, PA
- Red River Army Depot, Bolivar, TX
- Tobyhanna Army Depot, Tobyhanna, PA
- Naval Air Warfare Center, Patuxent River, MD
- Language of Acquisition and Industrial Base Technology Center, Rock Island, IL
- Naval Undersea Warfare Center, Keyport, WA
- Naval Undersea Warfare Center, Newport, RI

Military Services
- Marine Depot Maintenance Command
- Bahrain Proving Ground, MCB Bahrain, Bahrain

Air Force
- Northern Strategic Products Company
- Alabama City Air Logistics Center
- Kansas City Air Logistics Center
- Marine Depot Maintenance Command

Navy
- Fleet Readiness Center East
- Norfolk, VA
- Fleet Readiness Center West
- San Diego, CA
- Fleet Readiness Center South
- Norfolk, VA
- Pohakuloa Training Area
- Hawaii, HI
- Naval Support Activity Portland, PA
- Naval Support Activity San Diego, CA
- Naval Support Activity Jacksonville, FL
- Naval Support Activity Philadelphia, PA
- Naval Support Activity Stennis Space Center, MS
- Naval Support Activity Indian Head, MD
- Naval Support Activity Panama City, FL
- Naval Support Activity San Diego, CA
- Naval Support Activity Keyport, WA

ORGANIC DOD ARSENALS, DEPOT-LEVEL ACTIVITIES, AND SOFTWARE ENGINEERING ACTIVITIES

An illustration showing major depot maintenance facilities indicates the centers of industrial excellence, key manufacturing centers, and other logistics centers throughout the Department of the Army’s and in the national technology and industrial base.
**CORPORATE CAPABILITIES**

**ORGANIC INDUSTRIAL BASE**

<table>
<thead>
<tr>
<th>Depot Name</th>
<th>Main Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corpus Christi Army Depot</td>
<td>2,945 CIVILIANS - Aircraft - Munitions - Weapon Systems - Helicopter - Ranges</td>
</tr>
<tr>
<td>Red River Army Depot</td>
<td>2,395 CIVILIANS - Artillery - Surface-to-Air Missiles - Chemical, Biological, Radiological, Nuclear (CBRN)</td>
</tr>
<tr>
<td>Letterkenny Army Depot</td>
<td>1,370 CIVILIANS - Munitions - Munitions Maintenance - Munitions Operations - Munitions Operations Support</td>
</tr>
<tr>
<td>Oklahoma City Air Logistics Complex</td>
<td>9,102 CIVILIANS - Maintenance - Repair - Modernization - Logistics - Training</td>
</tr>
<tr>
<td>Marine Depot Maintenance Command</td>
<td>1,376 CIVILIANS - Marine Corps - Ground Systems - Ground Support Equipment - Parts</td>
</tr>
<tr>
<td>Pearl Harbor Naval Shipyard Maintenance Activity</td>
<td>3,850 CIVILIANS - Maintenance - Repair - Modernization - Logistics - Training</td>
</tr>
<tr>
<td>Puget Sound Naval Shipyard</td>
<td>5,476 CIVILIANS - Naval Submarines - Shipbuilding and Technology - Shipbuilding and Technology Support</td>
</tr>
<tr>
<td>Rock Island Arsenal</td>
<td>1,059 CIVILIANS - Munitions - Munitions Maintenance - Munitions Operations - Munitions Operations Support</td>
</tr>
</tbody>
</table>

**Personnel Numbers by Service**

<table>
<thead>
<tr>
<th>Service</th>
<th>Core Requirement</th>
<th>Total Adjusted</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAVY (SEA)</td>
<td>11,467</td>
<td>30,000</td>
<td>35,000</td>
</tr>
<tr>
<td>NAVY (AIR)</td>
<td>23,059</td>
<td>30,000</td>
<td>35,000</td>
</tr>
<tr>
<td>MARINER</td>
<td>5,081</td>
<td>15,000</td>
<td>20,000</td>
</tr>
<tr>
<td>ARMY</td>
<td>34,951</td>
<td>15,000</td>
<td>20,000</td>
</tr>
<tr>
<td>AIR FORCE</td>
<td>1,281</td>
<td>5,000</td>
<td>5,000</td>
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</table>

*This publication highlights our readiness challenges and issues a call for action. It offers a snapshot of the cost and scope of sustainment, the people, resources, and technology that are essential to meeting operational, contingency, and training requirements.*

**DoD Maintenance**

In the warfighting process, DoD maintenance functions (Army, Navy, Air Force, and Marine Corps) and the Army National Guard and the Air National Guard support the nation’s readiness to deter and win wars, and offer a competitive edge to the nation’s military forces. The mission of DoD maintenance is to generate and maintain military materiel to support the mission of military organizations, and the five services are responsible for the maintenance, repair, and modification of weapon systems, equipment, and facilities to ensure a ready and controlled source of technical competence and resources.

For the fiscal year 2019, DoD maintenance supported a total of 56,170,000 direct labor hours, which included 29,390,000 hours performed under a contract or a hybrid arrangement, and 26,780,000 hours performed under a noncontract arrangement. This represents approximately 48% of the total personnel numbers of 118,480 people, of whom approximately 73% are civilians and 27% are military personnel. The majority of the personnel are organic depot personnel (55,356) and organic industrial base personnel (57,124), with the military providing 4,561 personnel for depot maintenance workloads.

The DoD depot maintenance workload in fiscal year 2019 was estimated at $18.3 billion, an increase of 9% over fiscal year 2018. This includes $10.2 billion in material costs, $5.1 billion in labor costs, and $3 billion in subcontract costs.

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**Figure 1:** Forecast of Organic Depot Maintenance Workload by Fiscal Year (FY) 2019-2022.
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**CHALLENGE**

THE STATUS QUO…

**RESTORING MATERIEL READINESS FOR A MORE LETHAL FORCE**

Maintaining America’s Lethal Competitive Edge

**DEPOT MAINTENANCE WORKLOADS**

2019 | UNITED STATES OF AMERICA | DEPARTMENT OF DEFENSE

**CORE CAPABILITIES**

A READY AND CONTROLLED SOURCE

Sustainment is a critical enabler of a lethal military force. As such, the military command and control apparatus must closely align with and rapidly employ and direct both strategic and tactical sustainment functions. Recognizing this, the Congress adopted section 2464 of Title 10 USC, Core Logistics Capabilities, which states in part, it is essential for the national defense that the Department of Defense maintain a core logistics capability that is Government-owned and Government-operated (including Government personnel and Government-owned and Government-operated equipment and facilities) to ensure a ready and controlled source of technical competence and resources necessary to ensure effective and timely response to a mobilization, national defense contingency situations, and other emergency requirements. The core concept is foundational to the organic portion of the defense industrial base and is primarily focused on our maintenance depots. In short, our organic depot maintenance capability, to include the workforce, is a national asset and our nation’s insurance policy as we deal with new global security realities and peer competitors.

**FACILITIES**

**KNOWLEDGE**

**PEOPLE**

**SYSTEMS**

**TOTAL ADJUSTED CORE REQUIREMENT**

**DIRECT LABOR HOURS**

<table>
<thead>
<tr>
<th>NAVY</th>
<th>AIR FORCE</th>
<th>ARMY</th>
<th>USMC</th>
</tr>
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<tr>
<td>30,000,000</td>
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<td>15,000,000</td>
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</tbody>
</table>
IF NOT NOW WHEN...

We are a Department and nation at war. After some 16 years of conflict, the Secretary of Defense has challenged us to prevail in current contingencies as well as succeed in an increasingly complex and unstable global security situation.

The National Defense Strategy requires us to achieve a more lethal, resilient, and rapidly innovating Joint Force, combined with our allies and partners, that will ensure favorable balances of power in defending the free and open international order. These mandates must happen while we face a more lethal and disruptive battlefield, the rapid technological advancements and the changing character of war, and a decreasing capabilities overmatch to which our Nation has grown accustomed.

This will not be easy. To meet the Secretary’s challenge, each and every one of us must be committed to becoming more innovative, adaptive, and agile in our contributions to maintenance and sustainment excellence.

I invite each of you to use this document as a baseline reference, a kind of clarion call, towards improved performance. From the foxhole, flight line, and deck plate to the depot floor — we all must see our actions increasingly in the context of the DoD maintenance enterprise. This means increased collaboration across organizations, focused on making improvements in how we posture our maintenance and sustainment capabilities for maximum effectiveness, implement productivity improvements, and reduce lifecycle sustainment costs.

I am confident that DoD maintenance will continue to contribute directly to the competitive advantage of our Joint Force. In front of us, we have tremendous opportunities, and the consequences of complacency are significant and unacceptable.

THE TIME IS NOW!