S&ET Innovation – Driving Next Generation Materiel Readiness

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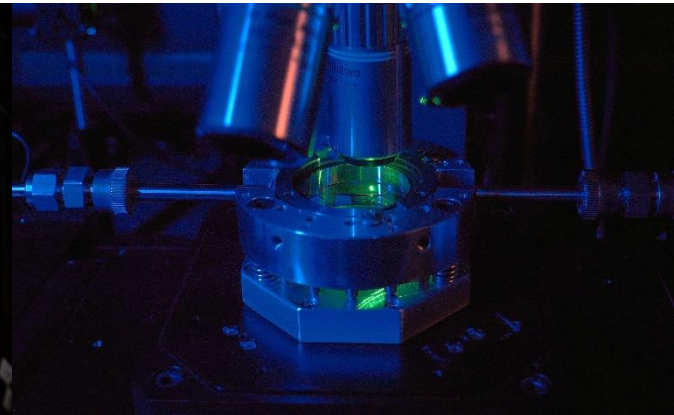
April 27, 2022 – 22nd Annual Science & Engineering Technology Conference
Miami, Florida

ENGAGE. COLLABORATE. INFLUENCE.



2022 National Defense Strategy Mandates

- Defending the homeland, paced to the growing multi-domain threat posed by the PRC
- Deterring strategic attacks against the United States, Allies, and partners
- Deterring aggression, while being prepared to prevail in conflict when necessary, prioritizing the PRC challenge in the Indo-Pacific, then the Russia challenge in Europe
- Building a resilient Joint Force and defense ecosystem

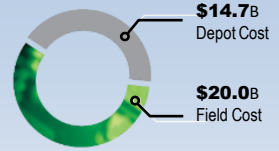
Sustainment Enterprise Scope

Total Budget $687.8B

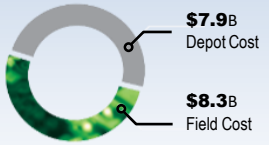
Logistics $173.0B

Maintenance $93.9B

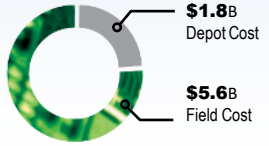
$34.7 BILLION
14,883 AIRCRAFT



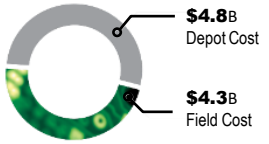
$16.2 BILLION
239 SHIPS & SUBMARINES



$7.4 BILLION
330,150 VEHICLES



$9.1 BILLION
COMMON EQUIPMENT

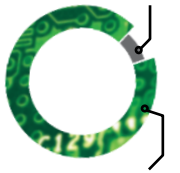


FY19

The Maintenance Workforce

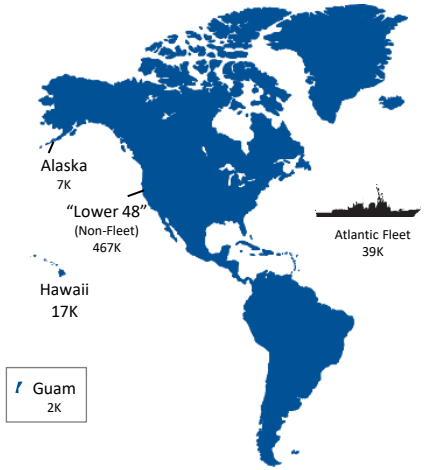
TOTAL DOD MAINTAINERS
620,778
AS OF END FY20

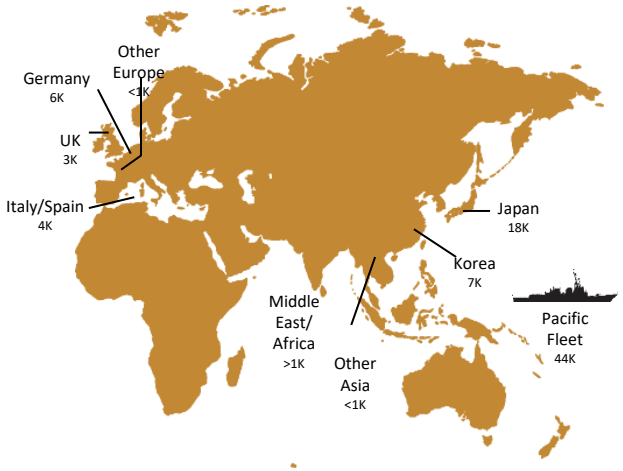
DEPOT MAINTENANCE **8%**
49,507
MAINTAINERS



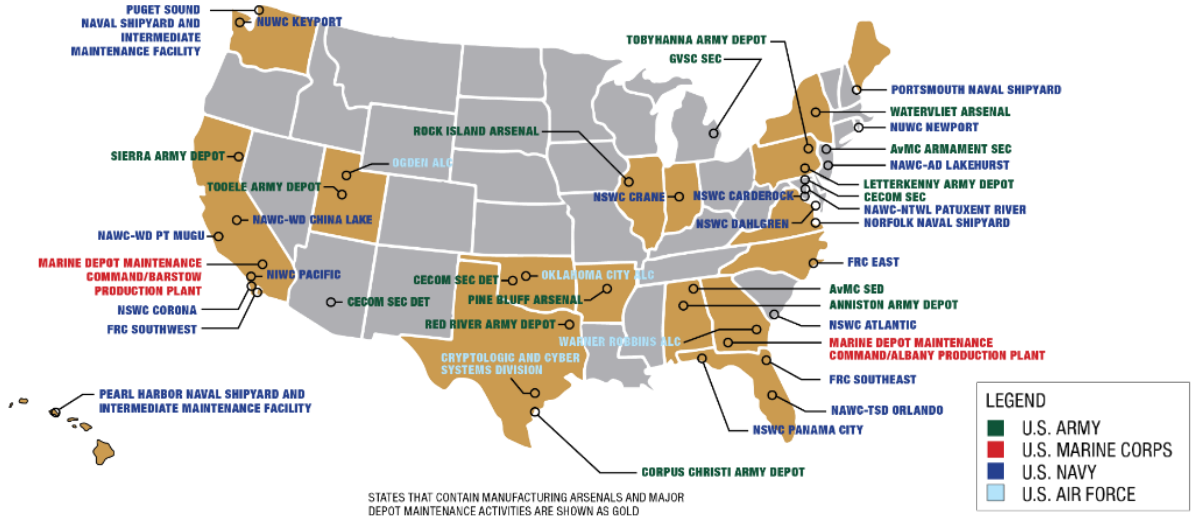
FIELD MAINTENANCE **92%**
571,271
MAINTAINERS

DOD Maintainers Worldwide





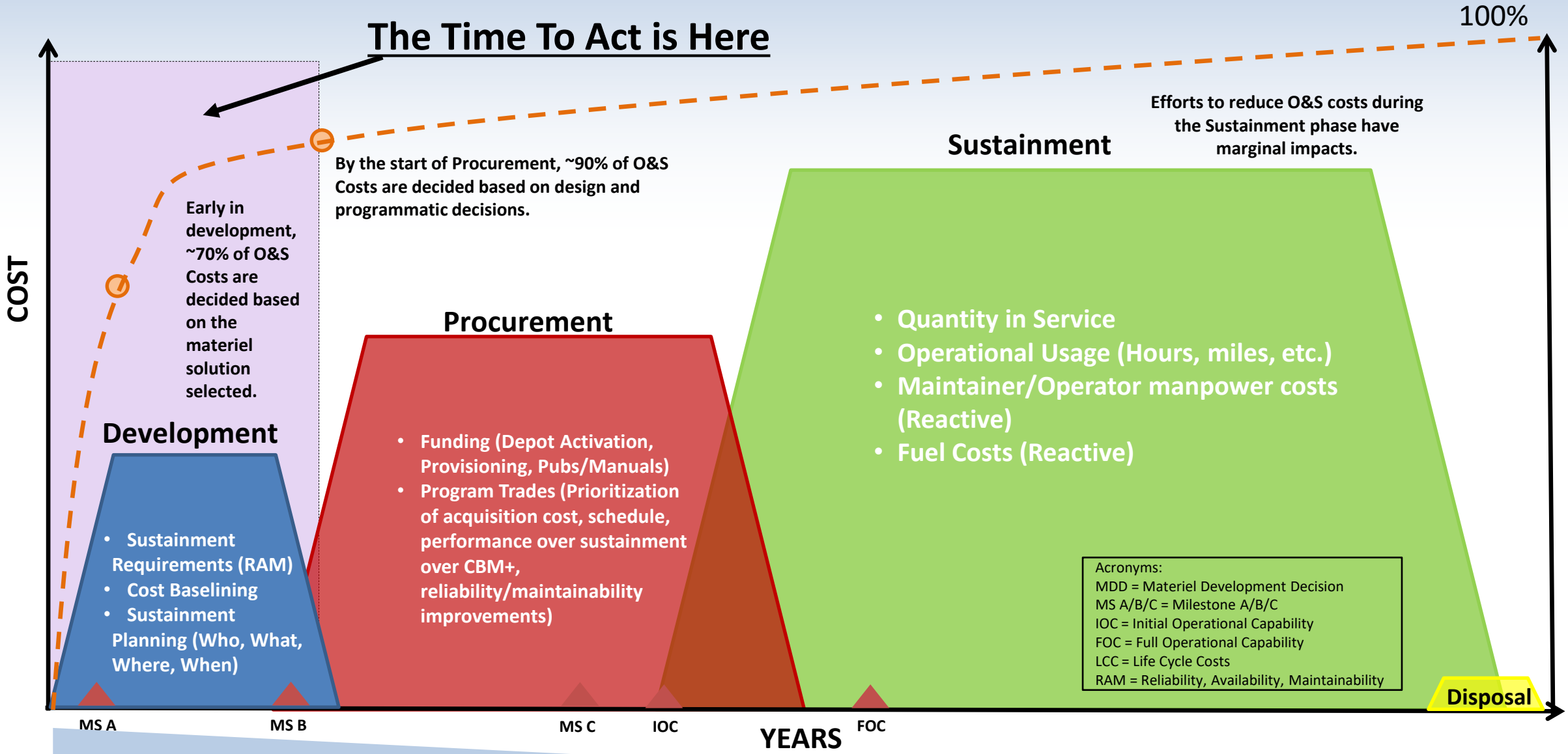
Organic Industrial Base Installations and Software Sustainment Activities



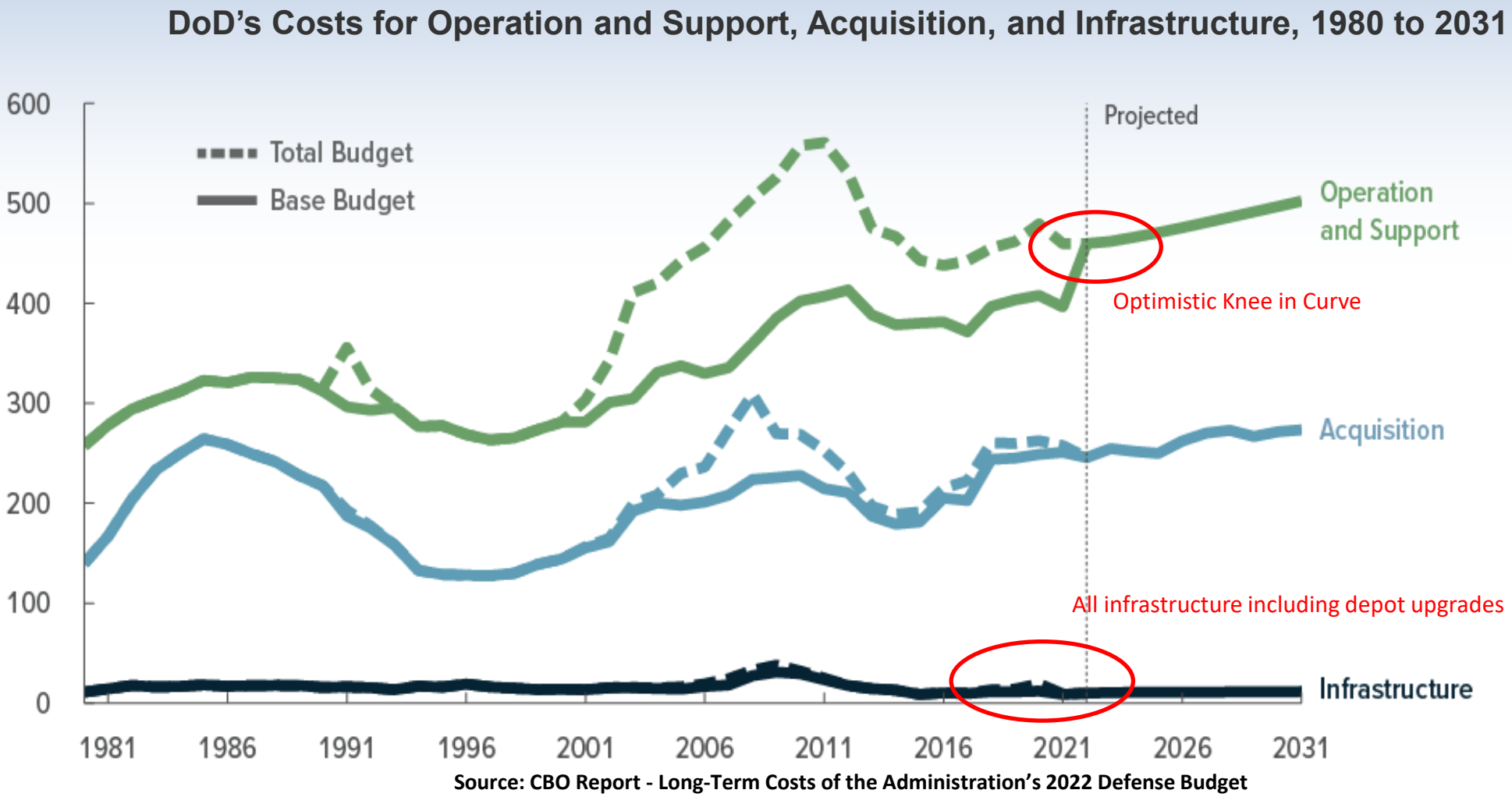
STATES THAT CONTAIN MANUFACTURING ARSENALS AND MAJOR DEPOT MAINTENANCE ACTIVITIES ARE SHOWN AS GOLD


Technology/
Innovation
Maintenance
Transportation/
Supply
Manufacturing
DEPARTMENT OF DEFENSE
UNITED STATES OF AMERICA

Why S&ET Is Important Early: I Need Your Help…



Historical and Projected O&S Costs



Source: CBO Report - Long-Term Costs of the Administration's 2022 Defense Budget

The Future is Unaffordable - We Need to Act Now!

Logistics and Materiel Readiness Strategic Plan 2022–2028

Vision: Military Operations Empowered through Logistics

Mission: Provide Logistics and Materiel Readiness to Deliver Military Capability for the Nation

USD(A&S) Goals & Priorities

- Shape a 21st Century DIB
- Drive Competitive Advantage
- Enhance Global Partnerships
- Fortify & Protect DoD Installations
- Cultivate Our Human Capital
- Modernize & Sustain Nuclear Deterrent

SecDef Priorities

- Defend the Nation
- Take Care of Our People
- Succeed Through Teamwork

Goals	Objectives (2–6 years)	Outcomes
G1: Deliver sustainable Logistics to support DoD mission requirements	❑ 1.1 Provide effective Logistics capability for DoD mission ops ❑ 1.2 Improve Logistics processes that enhance mission ops ❑ 1.3 Develop Logistics enhancements and improve mission enablers **Goal Champion: DASD (Log); OCRs J4/DLA/TRANSCOM**	❑ Responsive end-to-end Log processes ❑ Effective Log IT enterprise meeting mission needs
G2: Deliver cost effective materiel readiness to meet the DoD's Warfighting requirements	❑ 2.1 Expand and optimize Sustainment data integration ❑ 2.2 Ensure a resilient and responsive Organic Industrial Base ❑ 2.3 Drive adoption of Sustainment innovations to improve Materiel Readiness ❑ 2.4 Improve explosives safety and munitions risk integration **Goal Champion: DASD (MR); OCRs DASD (PS)/J4**	❑ Balanced and optimized OIB ❑ A_O meeting Warfighter requirements
G3: Enable effective, affordable and sustainable Warfighting capability	❑ 3.1 Provide policy, processes, and guidance that foster effective Product Support (PS) ❑ 3.2 Provide DoD decision-makers with comprehensive, timely, and actionable program sustainment assessments in order to develop affordable PS ❑ 3.3 Develop and lead civilian logistics workforce policy, training, and recognition ❑ 3.4 Develop and synchronize strategic and operational logistics initiatives with international allies/partners **Goal Champion: DASD(PS); OCRs DASD(MR)/J4**	❑ Early integration of sustainment & product support ❑ Minimized life-cycle costs
G4: Transform global Logistics to deliver readiness and lethality	❑ 4.1 Provide Sustainment solutions for competitive and contested logistics environments ❑ 4.2 Build supply chain transparency, accountability, and customer-centricity ❑ 4.3 Expand industry engagement and market intelligence to foster innovation and manage risk **Goal Champion: DLA(J3); OCRs DASDs (Log, MR, PS)/J4**	❑ Tailored Logistics solutions for contested requirements ❑ Mission-driven Logistics innovation

DASD(MR) S&ET "Customer Priorities"

Enterprise Data Management

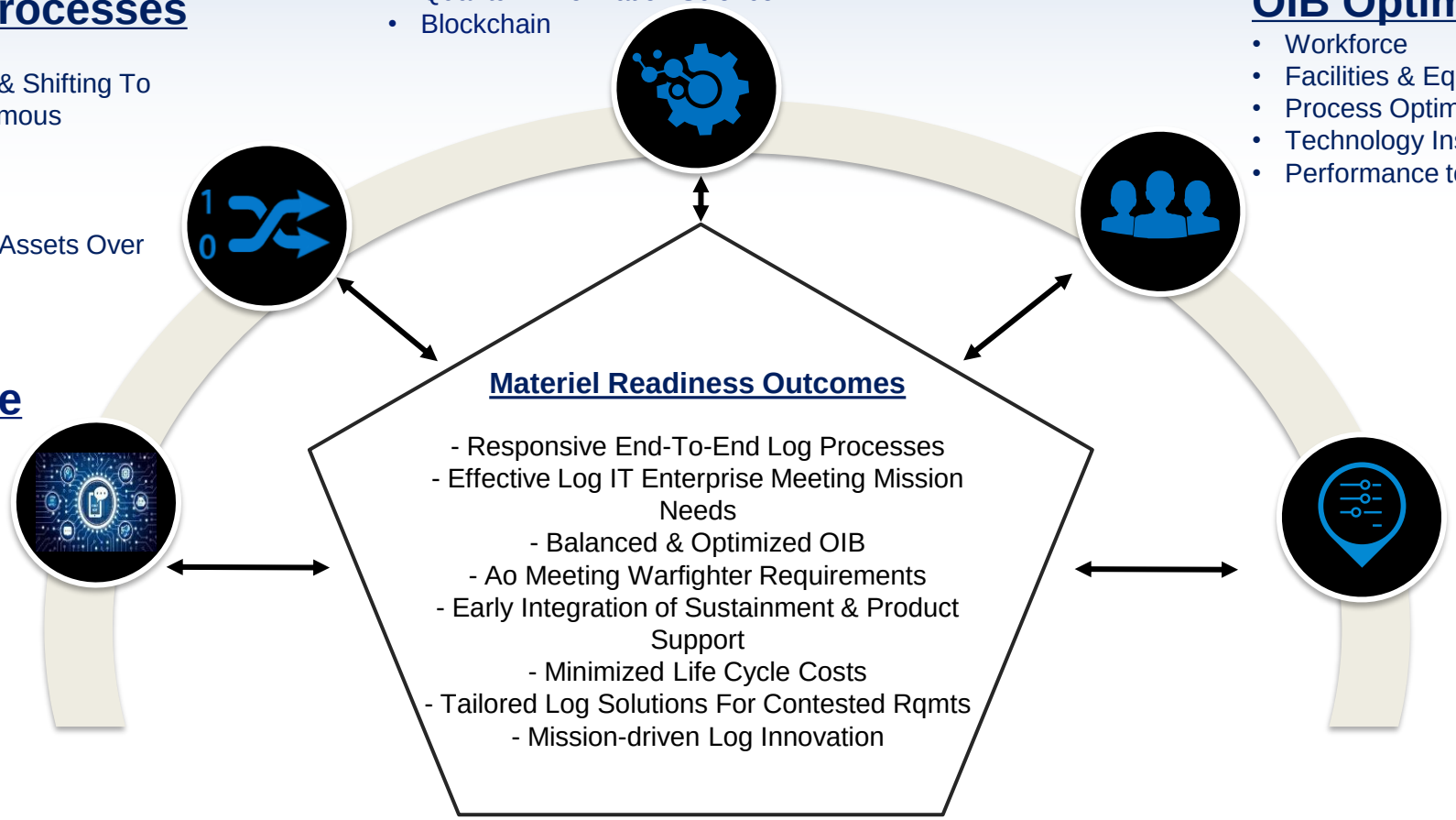
- Advanced Computing & Software
- Advanced Analytics & Decision Support
- Integrated Network Systems-of-Systems
- Quantum Information Science
- Blockchain

Machine Enabled Processes

- Troubleshooting
- Automating Support Processes & Shifting To High Value Work – e.g., Autonomous Maintenance & Sustainment
- Digital Twin
- Human-Machine Interfaces
- Functional Improvement of Key Assets Over Time (Self Repair)
- Corrosion Prevention & Control

OIB Optimization

- Workforce
- Facilities & Equipment Modernization
- Process Optimization
- Technology Insertion (Cold Spray)
- Performance to Plan



Artificial Intelligence (IOT-enabled)

- Natural Language Processing
- Data Decision Tool To Support Sustainment
- Machine Learning
- Unmanned and Augmented-Manned Rapid Capability Development
- Integrated Sensors & Cyber
- Microelectronics
- Remote Sustainment

DIB Resilience & Growth

- Robotics
- Renewable Energy Generation & Storage
- Future Generation Wireless (Future G)
- Digital MRO
- Industry 4.0

Earlier S&ET Involvement Will Drive Enduring, NEXTGEN Capability To Support Materiel Readiness Outcomes