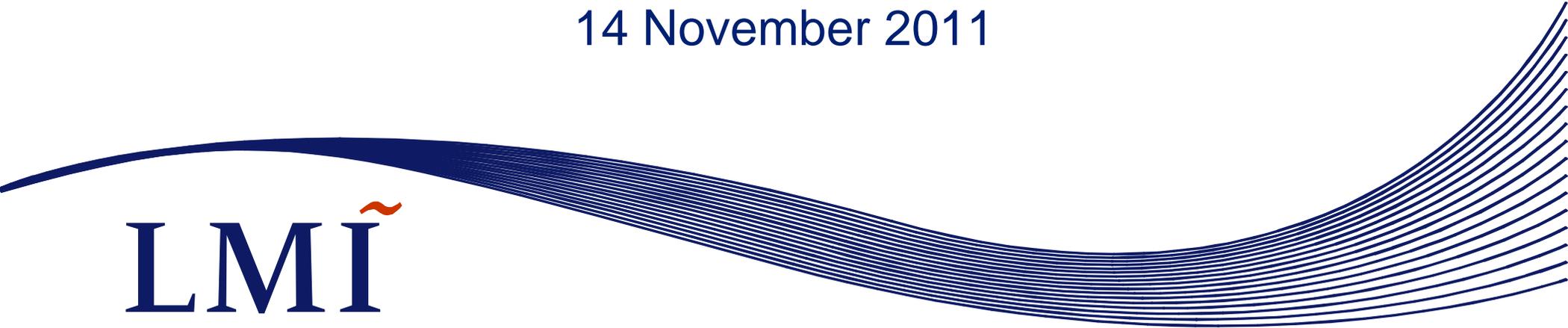


**Comments on the NDAA 322 Study,
*Future Capability of DoD Maintenance Depots***

PSAT Implementation Panel
2011 DoD Depot Maintenance Symposium
14 November 2011



LMI

The focus of the 322 Study was on long-term viability of organic depot maintenance

- Describe
 - Current and anticipated future depot maintenance environment
- Recommend requirements to maintain an efficient and enduring DOD depot capability
 - Changes to law
 - Methodology for determining core logistics requirements, including an assessment of risk
 - Business rules that would incentivize the Secretary of Defense and the Service Secretaries to keep DOD depots efficient and cost effective
 - Strategy for enabling, requiring, and monitoring the ability of the DOD depots to produce performance-driven outcomes

Concerns arising from the current and future environment should prompt a host of actions

- Environmental concerns
 - External concerns: reduced operations tempo, stagnant inventories, and likely declines in funds
 - Internal impediments: policy framework out of date making strategic shaping very difficult
- Actions
 - Streamline the overall system to reduce capacity and cut costs
 - Address policy framework and challenges
- But fixes to the policy framework can only go so far without integrated management of the execution of organic depot maintenance

The study had five major conclusions and recommendations

- Ambiguous statutory definition of depot maintenance is subject to interpretation → Revise the statutory definition of depot maintenance
- Acquisition decisions are not well connected to considerations of the organic depot system → Closely link acquisition and sustainment policies and outcomes with regard to depot maintenance
- Approach to core could better support future capability requirements → Strengthen the core determination process
- Oversight reporting does not provide timely warning of eroding capability or workload → Improve depot maintenance reporting
- Enhanced governance is needed to improve the execution of depot maintenance → Congress should establish an independent commission to review various organizational options presented in the report