MAINTAINING AMERICA'S LETHAL COMPETITIVE EDGE

DEPARTMENT OF DEFENSE
MAINTENANCE
SYMPOSIUM

DECEMBER 17–20, 2018
TAMPA, FLORIDA

THIS EVENT HAS BEEN REVIEWED AND APPROVED BY THE OFFICE OF THE SECRETARY OF DEFENSE AS A DOD-SPONSORED EVENT AND ACCORDINGLY MEETS DEPARTMENTAL GUIDELINES FOR ATTENDANCE BY ALL MILITARY SERVICES, AGENCIES, AND DOD PERSONNEL.
MEMORANDUM FOR 2018 DOD MAINTENANCE SYMPOSIUM ATTENDEES

Thank you for taking the time to attend this year’s Symposium! The 2018 National Defense Strategy (NDS), titled “Sharpening the American Military’s Competitive Edge,” requires us to become a more lethal, resilient, and rapidly innovating Joint Force. Our theme, “Maintaining America’s Global Competitive Edge,” focuses on the direction provided by the NDS and could not be more fitting as we collectively work to recover readiness.

This annual event is your singular opportunity to hear directly from sustainment leaders across the entire defense enterprise speak frankly on a wide range of current issues and innovations. Please take advantage of the full agenda featuring a broad spectrum of events, sessions, and tutorials. Hence the best maintenance units in the Department at the Secretary of Defense Maintenance Awards banquet and ceremony where the highest awards for readiness in DoD are presented. Also, do not miss the co-located Defense Maintenance and Logistics Exhibition.

The impact of the Symposium does not stop at the end of this week. As sustainment professionals we must remain vigilant by strategically shaping and enhancing our National Industrial Base capabilities. As part of our community, it is the responsibility of each and every one of us to be actively engaged. Use the contacts you make this week, the technological innovations demonstrated, and thoughtful and impactful technical sessions content available to make a difference throughout the year ahead.

I realize there are many demands on your time and resources, and I am grateful that you are here. It is time to change and evolve - your participation here and in your organizations is critical in shaping the Department’s future.

Sincerely,

[Signature]

Kenneth D. Watson
Deputy Assistant Secretary of Defense
Materiel Readiness
MAINTAINING AMERICA’S LETHAL COMPETITIVE EDGE
PLENARY SESSIONS

Posturing Sustainment to Compete and Win Against a Peer Competitor

OBJECTIVE
Discuss with senior defense leaders the implications of a more dynamic and dispersed force employment framework required for high-end warfighting and deterrence threats upon our sustainment systems. The new National Defense Strategy makes a clear case for action now to ensure we can support the future force. Upon conclusion of the session, a broader understanding of some of the unique challenges and initial sustainment reform initiatives already underway will be obtained.

ABSTRACT
DoD recognizes that the demands and inherent unpredictability of the future force posture will fundamentally change how we think about providing logistics support to the warfighter. Fixed logistics hubs of massive scale that operate largely unharassed from the adversary are unrealistic and unlikely going forward. After more than a decade and a half of conflict, one thing is for sure. The high-end conflict we must prepare for now will not be like the last one from a sustainer’s perspective. In light of that, we must aggressively get beyond that last fight in order to evolve to meet the challenges before us within the context of new demands and opportunities.

This is change management on a grand scale that will require a shared vision and tighter integration between Service operational logistics nodes that we have achieved to date; a true multi-domain logistics command and control capability. The session will explore adjustments to our risk tolerance levels in terms of logistics and maintenance capabilities commensurate with a distributed logistics construct, as well as a discussion on how we may absorb adversary attacks targeted specifically at our sustainment systems and nodes while continuing to support more lethal forces in the field. The dialog will include an assessment of the triggers to surge production of our organic industrial base and what measures, and/or investments need to be made now in order to reform our wholesale production operations to enhance the performance of our supply, logistics, and maintenance systems.
MODERATOR:
Mr. Kenneth D. Watson
Deputy Assistant Secretary of Defense (Materiel Readiness)
Office of the Secretary of Defense

PANELISTS:
Lieutenant General Aundre F. Piggee, USA
Deputy Chief of Staff, G-4

Lieutenant General Charles G. Chiarotti, USMC
Deputy Commandant for Installations and Logistics

Rear Admiral John Polowczyk, USN
Vice Director, J4, Joint Staff

Major General Cedric George, USAF
Deputy Director of Resource Integration of Logistics Chief Information Officer
Deputy Chief of Staff for Logistics, Engineering and Force Protection

Rear Admiral Richard Duke Heinz, SC, USN
Commander, Naval Supply Systems Command Weapon Systems Support
Health of the Defense
Industrial Base

OBJECTIVE
Assemble key leaders to examine the health of the Industrial Base to explore the key issues facing it in the years and decades ahead. More pointedly, to provide a dynamic and highly interactive exchange focused on steps that might be taken, in the near term to ensure the future health of the American national security; within the industrial base. “How can we effectively responded to security threats to our national industrial base?”

ABSTRACT
The defense and national industrial base has certainly played a major role in defending America, from the major build-up during World War II to providing advanced equipment to our servicemen and women in today’s conflicts. In preparing a response to Executive Order 13806, the DoD worked extensively to characterize the inherent criticalities and fragilities across the spectrum of commodities and cross-cutting services that enable effective National Defense. What we discovered was those traditional strengths of our industrial base through the Cold War era are at risk, and this is all the more concerning given the complexity of today’s threats we face. American manufacturing capacity is declining while technology is evolving at a tremendous pace. This forum assembles key leaders and functional stakeholders in the Organic Industrial Base to examine in a threat scenario how the organic industrial base is postured to perform in the event that select sectors of the commercial sector fall short of expectations. More pointedly, to answer the question, “Have we effectively responded to gaps in our national industrial base with our organic base capabilities?”

MODERATOR:
Brigadier General Kyle W. Robinson, USAF
Commandant
The Dwight D. Eisenhower School for National Security and Resource Strategy

PANELISTS:
Rear Admiral Mark R. Whitney, USN
Director, Fleet Maintenance
U.S. Fleet Forces Command

Rear Admiral Michael Zarkowski, USN
Commander, Fleet Readiness Centers

Brigadier General John C. Kubinec, USAF
Commander
Warner Robins Air Logistics Complex, Robins Air Force Base

Rear Admiral Melvin W. Bouboulis, USCG
Assistant Commandant for Engineering and Logistics
U.S. Coast Guard

Mr. Jan Jedrych
Office of the Deputy Assistant Secretary of the Army (Acquisition Policy and Logistics)

Mr. David Clifton
Executive Deputy
Marine Corps Logistics Command
F-35’s Sustainment Journey and Revelations for Other Weapon System Acquisitions

OBJECTIVE
Viewed as a case study, present the F-35’s journey to establish sustainment capability, addressing both technical and programmatic issues that are confounding to logisticians and sustainers. Translate the F-35 lessons learned to other major weapon system acquisitions.

ABSTRACT
The F-35 Joint Strike Fighter is a revolutionary weapon system built on a foundation of next-generation capabilities supported by an unprecedented sustainment concept. Considering the magnitude of the program, the large, diverse array of suppliers and consumers, the concurrency of fielding and design and the number of configurations fielded, it is also the most complex acquisition ever conceived. Given these superlatives combined with simultaneous acquisition and sustainment, it should come as no surprise that there are some significant challenges in sustaining the F-35. A cross section of experts will share lessons learned from this fifth-generation fighter acquisition and how this approach could influence our sustainment methodology for future weapon systems.

MODERATOR:
Mr. Daniel Fri
F-35 Director for Logistics and Sustainment/Product, Support Manager

PANELIST:
Brigadier General Thomas Todd, USA
Program Executive Officer, Aviation

Ms. Candy Chesser
AIR-6.6 Director, Logistics Management Integration Department
Naval Air Systems Command

Ms. Bridget Lauderdale
Vice President, F-35 Global Sustainment
Lockheed Martin Aeronautics

Colonel Michael T. Miles, USAF
Commander
388th Maintenance Group
BREAKOUT SESSIONS

Monday, Dec. 17, 2018 | 8:00 a.m.–10:00 a.m. | Ballroom A

Additive Manufacturing in DoD Maintenance – Realizing the Potential

OBJECTIVE
Additive manufacturing (AM) leaders from across DoD and industry will provide an open discussion that highlights additive manufacturing and additive repair opportunities within the DoD maintenance community. Aimed at significantly improving our ability to generate ready and affordable weapon systems, an interactive panel of AM experts will provide an overview of successes, challenges and the way forward to realizing the AM potential across DoD maintenance and supply.

ABSTRACT
The session will provide an overview of how AM continues to transform maintenance and supply—from rapid prototyping and tooling to printing airworthy parts on demand. The panel of AM leaders from across DoD and industry will detail the challenges associated with scaled-up 3-D printing of supply parts, AM repair of retrograde and how their respective organizations are addressing those challenges head on. With a discussion of AM road-mapping efforts and the various AM opportunities that are commonly available to the DoD, the panel will describe AM successes achieved within their respective services and agencies—from additive repair examples and the proliferation of 3-D printing machines to manufacture tools, forms and parts. Additionally, the panel will conduct a lively interactive Q&A discussion on the issues they are currently encountering and describe some of the specific initiatives they are undertaking to overcome these challenges.

MODERATOR
Mr. Greg Kilchenstein
Director, Enterprise Maintenance Technology
Office of the Deputy Assistant Secretary of Defense (Materiel Readiness)

PANELISTS:
Colonel Howie Marotto, USMC
Additive Manufacturing Lead
USMC, USMC Headquarters, Installations & Logistics (NexLog)

Ms. Tracy Frost
Director, DoD Manufacturing Technology
OUSD(Research & Engineering)

Mr. Ben Bouffard
Additive Manufacturing Lead
DASN(RDT&E)

Dr. Bernard Goodly
Chief, Supply Capabilities Division
U.S. Army Materiel Command

Mr. John R. Hedke
Reliability and Sustainment Branch Chief
Air Force Life Cycle Management Center

Mr. Mark Shaw
Government Programs Leader
GE Additive
Supply Support for Weapon System Sustainment – Is it all About the Data?

OBJECTIVE
Illuminate the necessary supply and maintenance planning actions to improve and integrate supply support for the sustainment of weapon systems and equipment for increased availability.

ABSTRACT
Supply support for the sustainment of weapon systems is a major linchpin. While a degree of mystery is part and parcel of DoD maintenance, repair and overhaul, having an automated means of understanding material condition of the weapon system, component, or equipment prior to induction is essential. Strong evidence across many platforms suggests that the challenges our maintainers face go far beyond unanticipated repairs — and actually indicate fundamental, systemic problems with the maintenance bill of materials (MBOM) and work packages developed to support their effective and efficient repair actions. Is a return to basic supply and maintenance planning in order? Does the answer lie in scrubbing MBOMs, maintenance work packages, and technical instructions? If so, does improved supply support stop there? Is the answer truly science or artistry? Is the solution the latest generation IT system with artificial intelligence? Is it expanded use of IUID? This panel of cross-functional experts will discuss the various approaches currently employed by different members of the sustainment community to improve systems availability, present their results, and share future vision. Discussions will include material forecasting, enabling technologies, and best practices used in DoD and industry.

MODERATOR:
Ms. Dee Reardon
Deputy Assistant Secretary of Defense (Logistics)
Office of the Secretary of Defense

PANELISTS:
Major General Mark K. Johnson, USAF
Director of Logistics Operations (J3), Defense Logistics Agency

Ms. Renee Mosher
Deputy Chief of Staff G 3-4 for Logistics Integration
Army Materiel Command

Ms. Lynn Kohl
Vice Commander
Naval Supply Systems Command Weapon Systems Support

Mr. Dennis D'Angelo
Director
448th Supply Chain Management Wing

Mr. Jeffrey Allen
Director of Landing Gear Performance Based Logistics
AAR Corp
Strategies for Strengthening the DoD Organic Manufacturing Industrial Base

OBJECTIVE
Explore strategies for mitigating gaps in national security-related industrial base manufacturing capabilities, including non-existent, extinct, threatened and single-point-of-failure capabilities.

ABSTRACT
A healthy organic defense manufacturing industrial base is essential to the strength of our Armed Forces and national security of the United States. The ability of the United States to maintain readiness and to surge in response to an emergency directly relates to the capacity, capabilities and resiliency of our manufacturing industrial base. However, there are gaps in the ability of the manufacturing industrial base to manufacture or obtain the goods critical to maintain readiness and surge requirements. U.S. national security may be made vulnerable by an inability to obtain or maintain various essential components that make up a healthy defense manufacturing industrial base. This session will identify various elements essential for the United States to maintain a non-commercially dependent, robust defense manufacturing industrial base and explore the steps necessary to mitigate any gaps through the use of the organic industrial base—now and in the future.

MODERATOR:
Ms. Sara V. Keller
Deputy Director of Logistics, Civil Engineering, Force Protection, and Nuclear Integration
Air Force Materiel Command

PANELISTS:
Brigadier General Chris Hill, USAF
Commander, Oklahoma Air Logistics Complex

Colonel Ken Letcher, USA
Commander
Rock Island Arsenal-Joint Manufacturing and Technology Center

Captain Howard B. Markle, USN
Commander
Puget Sound Naval Shipyard and Intermediate Maintenance Facility
OBJECTIVE
Defense materiel readiness is generated two ways: manufacturing and maintenance. This panel will examine how the Department, as envisioned by Congress, ensures we have a “ready and controlled source” to maintain the weapon systems used in defense of our Nation.

ABSTRACT
This panel will enumerate and discuss the dominant provisions of Title 10, United States Code (USC) that have an effect on depot maintenance along with the overarching philosophy that is the basis of those provisions. They will discuss how these statutes work in concert to ensure there is a balance between organic and commercial sources and that collectively we are ready to support warfighter requirements. The panel will discuss what core logistics capabilities are; how those capabilities relate, if at all, to 50/50 requirements and clarify misconceptions. They will discuss the core identification and approval process and at what level 50/50 is determined and monitored. This session will provide insights, interpretation and guidance from the Congress, OSD and Service leadership to better understand how the Nation ensures the readiness of our defense capabilities.

MODERATOR:
Rich Frey
Logistics Management Specialist
Office of the Deputy Assistant Secretary of Defense (Materiel Readiness)

PANELISTS:
Dr. Nelson Williams
Chief, Sustainment Maintenance Division
HQDA

Mr. Gene Pierce
Chief, Depot Maintenance Integration
USAF

Lieutenant Colonel Hubert, USMC
LPC-1 Section Head
HQMC

Mr. Dan Schrader
Depot Maintenance Policy and Reporting
Office of the Chief of Naval Operations

Mr. Jay Berry
LMI Senior Consultant, Sustainment
OBJECTIVE
Raise awareness and encourage wide adoption of available technologies, best business practices and innovative maintenance processes, while engaging senior maintenance leaders in assessing and prioritizing promising technology to deliver innovative, agile and affordable maintenance capabilities.

ABSTRACT
The six finalists from the DoD Maintenance Innovation Challenge (MIC) will present their available technologies, best business practices and innovative maintenance processes to the maintenance community. Finalists will be selected from an evaluation board comprised of maintenance technology subject matter experts from the Joint Technology Exchange Group and industry. The session aims to raise awareness of the maintenance community to promising new innovations, encourage collaboration and unique partnerships toward developing these capabilities and reward those with the greatest potential. The overall winner will be selected by DoD’s senior maintenance leaders from the Maintenance Executive Steering Committee, the Joint Group on Depot Maintenance and the Industrial Base Commanders Peer-to-Peer Group. The winner will be announced during the maintenance symposium plenary session and presented with the 2018 Maintenance Innovation Challenge trophy. Additionally, attendees will have the opportunity to cast a ballot to select the “People’s Choice Award,” which will be presented along with the winner of the MIC during the plenary session.

FINALISTS:
- **Green Wet Blasting Technology for Maintenance, Repair, and Overhaul of DoD Components**
  Frederick A. Greis, Wet Technologies Inc.
- **Laser Ablation and Naval Maintenance Applications**
  Janice Bryant, NAVSEA Tactical Innovation Implementation Lab, and Susan L. Sprentall, SurClean, Inc.
- **Metal Additive Manufacturing Tooling and Testing Equipment**
  Martin Williams, US Air Force, Oklahoma City Air Logistics Complex, 76th Commodities Maintenance Group, REACT
- **Repository of Additive Parts for Tactical & Operational Readiness (RAPTOR) equals Readiness**
  Timothy Phillis, United States Army Armament Research, Development and Engineering
- **Robotic Automation for Environment, Safety, and Occupational Health (ESOH) Risk Reduction, Throughput Increase, and Improved Quality**
  Shane Groves, US Air Force
- **Using Multi-Pole Magnetic Technology to Improve Productivity, Quality and Safety**
  Jim Michael, Maglogix, LLC.
Recruiting, Developing and Retaining an Effective Organic Industrial Base Maintenance Workforce

OBJECTIVE
Identify the attributes and techniques needed to acquire and retain a well-trained, technically competent, responsive and professional workforce and leadership cadre.

ABSTRACT
A panel of DoD maintenance leaders will describe key characteristics of the current and future maintenance workforce, to include functional competency, courage, candor and the ability to foster collaboration and innovation. Discussions will solicit personal perspectives and general workforce trends and opportunities, including hiring, training, retaining and leader development models and initiatives. Panelists will also discuss any anticipated gaps in required skill sets and discuss strategies and initiatives to successfully recruit and train, develop and lead a more diverse, effective and efficient maintenance workforce. The scope of the discussions will address development of the entire maintenance community—from frontline employees and supervisors to managers and executives—and will include thoughts on how to equip them with effective skills and behaviors to strengthen organizations and improve customer support.

MODERATOR:
Mr. Kevin D. Stamey
Executive Director
Air Force Sustainment Center, Air Force Materiel Command

PANELISTS:
Rear Admiral Stephen Williamson, USN
Deputy Commander
Logistics, Maintenance and Industrial Operations
Naval Sea Systems Command

Brigadier General Chris Hill, USAF
Commander
Oklahoma City Air Logistics Complex

Mr. David Clifton
Executive Deputy
Marine Corps Logistics Command

Mr. Martin Ahmad
Deputy Commander for Fleet Readiness Centers & Director of Industrial Operations, Naval Air Systems Command

Mr. Terrance Battle
Acting Director, Maintenance Policy, Programs and Processes, Deputy Chief of Staff for Logistics (G-4)
OBJECTIVE
Challenge participants to embrace modern software practices for delivering warfighter capability faster, more affordably and with greater mission assurance in a dynamic threat and capability environment.

ABSTRACT
Software is the foundational building material for the engineering of systems and the principal means for delivering functionality to the warfighter. Many emerging weapon system capabilities are software-driven, and the proportion of software-enabled functions is nearing 100 percent of the capabilities that make up fully integrated weapon systems. To deliver new warfighter capability and maintain our competitive lethal edge in a highly contested operational environment, the line between what is considered software acquisition and software sustainment has blurred because software maintenance/sustainment is a process of continuous engineering. To achieve continuous delivery of new capability over the life cycle, it is imperative that we shift to a continuous engineering paradigm, model and process for software. This panel will provide insights on modern software engineering concepts, processes and practices that enable continuous delivery of warfighter capability. Participants will be challenged to review and realign their organization’s software development and support methods and processes with the new paradigm, and improve the readiness of weapon systems across the Department.

MODERATOR:
Mr. Michael H McLendon
Associate Director
Software Solutions, Software Engineering Institute, Carnegie Mellon University

PANELISTS:
Dr. Jeff Boleng
Special Assistant for Software Acquisition
Office of the Under Secretary of Defense for Acquisition and Sustainment

Dr. Bill Scherlis
Director
Institute for Software Research, Carnegie Mellon University

Mr. Richard Jack
Chief Engineer, C4ISR
Space and Naval Warfare Systems Center Pacific

Mr. Richard Kutter
Technical Advisor, Embedded Computer Systems and Software
Air Force Life Cycle Management Center

Ms. Danielle Moyer
Deputy Director
Software Engineering Center, Communications and Electronics Command
Objective
Explore DoD and Service-level big data initiatives designed to support the goal of achieving readiness targets for all readiness-reportable equipment at the lowest sustainment cost.

Abstract
Improving materiel readiness is a Secretary of Defense imperative. Through DoDI 3110.05, Readiness-based Materiel Condition Reporting for Mission-Essential Systems and Equipment, the Assistant Secretary of Defense for Logistics and Materiel Readiness (ASD(L&M&R)) has the responsibility to "monitor materiel condition reporting for weapon systems and use materiel condition information in the oversight of logistics programs and operations." In order to adequately exercise the role as the logistics global integrator, ASD(L&M&R) must understand, characterize and report materiel readiness and maintenance data accurately and comprehensively across the Department of Defense. Achieving readiness targets for all readiness reportable equipment at the lowest sustainment cost is the goal that binds together the Department’s operational and sustainment communities. While individual military services demonstrate advanced performance measurement approaches, there is no analytical approach directly supporting DoD-level sustainment improvement initiatives. In order to improve its monitoring and oversight role, the ASD(L&M&R) must have the ability to identify common causes of availability loss and maintenance cost drivers across the DoD enterprise so that focused and prioritized solutions can be applied. This session will explore both Department and Service-level “big data” initiatives underway to achieve readiness targets and provide actionable information for senior leadership.

Moderator:
Mr. Eric F. Herzberg
Principle, LMI

Panelists:
Colonel Quentin Noreiga, USA
Director, U.S. Army Materiel Command Logistics Support Activity

Ms. Kim M. Brown
Chief, Systems Integration Division, Air Force Materiel Command

Mr. Todd Stiefler
General Manager, Military Digital Solutions
GE Aviation

Mr. Nicholas Lanham
Operations Research Analyst
Naval Center for Cost Analysis
The 2018 Department of Defense Maintenance Symposium | SAE.ORG/DOD

Tuesday, Dec. 18, 2018 | 2:00 p.m.–4:00 p.m. | Ballroom A

Accelerating Execution of Condition Based Maintenance Plus (CBM+)

OBJECTIVE
Provide a clear case for rapidly implementing and executing CBM+ in alignment with DoD’s drive toward improved readiness and lethality. A panel of DoD and industry leaders will conduct an illuminating discussion on the rapid expansion of CBM+ in support of sustainment activities across DoD, addressing CBM+ outcomes, gaps, challenges and opportunities from both government and industry perspectives.

ABSTRACT
CBM+ is DoD’s transformative sustainment initiative for improving materiel availability and lowering lifecycle sustainment cost. Based on over a decade of guidance and development by OSD and the Military Services, CBM+ implementations have proven successful in improving weapon system availability, enhancing safety and increasing maintenance efficiency while reducing costs. Leveraging a renewed emphasis from the Department’s leadership and advancements in enabling technology and data disciplines, CBM+ efforts are being expanded and executed to achieve more effective enterprise sustainment capabilities. Based on a recent Department-wide CBM+ Implementation Maturity Survey, various enterprise-level challenges to scaled-up execution will be highlighted, and potential solution sets discussed. One key to future CBM+ success is the participation of industry in providing innovative open-source, open-standard solutions and best-in-class analytics. The panel will include Service and Industry CBM+ leaders who will present their specific experiences, discuss execution challenges, outline their roadmaps for the future and identify how DoD and Industry can partner to expand and accelerate CBM+ execution and improve DoD materiel readiness posture.

MODERATOR:
Mr. Steve Morani
Director of Logistics
Air Force Sustainment Center

PANELISTS:
Brigadier General Steven Bleymaier, USAF
Director of Logistics Engineering and Force Protection
Air Mobility Command

Brigadier General Thomas Todd, III, USA
Program Executive Officer, Aviation
Program Executive Office, Aviation

Brigadier General David Maxwell, USMC
Assistant Deputy Commandant for Installations and Logistics (Plans)
Installations and Logistics

Mr. Jim Kenny
Director for Marine Engineering, Naval Sea Systems Command

Mr. Roy Harris
Director of Aviation Readiness and Resources Analysis Department
Naval Air Systems Command

Mr. Nick Lappos
Senior Fellow Emeritus
Lockheed Martin
Resilient, Agile and Distributed Sustainment Operations

OBJECTIVE
Discuss challenges and approaches to preparing the sustainment enterprise to achieve maximum battlefield success in access-denied environments.

ABSTRACT
For the better part of three decades, large stockpiles of strategically positioned equipment and parts have postured the United States for battlefield success in the Middle East. This template has proven effective where a permissive supply chain and secure infrastructure have become a way of life. But will future peer-to-peer conflict afford U.S. forces the same luxuries we take for granted today? Future engagements are likely to take place in access-denied environments, where personnel, stockpiles and equipment will be at risk. To win, combat forces must adopt dynamic force employment strategies to maximize battlefield effectiveness. These strategies, which could include agile, distributed operations, require a sustainment strategy that is equally nimble, responsive and resilient. Could we execute in this fashion if called upon today? Is our supply chain capable of supporting this dynamic employment model? Is our distribution system up to the task? Is the cybersecurity of our IT systems assured? This interactive discussion with panel members from the joint sustainment enterprise will illuminate future challenges sustaining combat forces and highlight approaches the enterprise must adopt to maintain a competitive advantage over adversaries.

MODERATOR:
Mr. Bruce Bulser
Director, Joint Distribution Process Analysis Center

Rear Admiral John Polowczyk, USN
Vice Director, Joint Staff

Rear Admiral Larry Jackson, USN (Ret)
OBJECTIVE
Discuss ongoing challenges and innovative approaches to increasing readiness and lethality of legacy weapon systems.

ABSTRACT
“Tired Iron” is more than an expression. Our reality is that the majority of our “fight tonight” fielded weapon systems and equipment are vintage. Consider the B-52, KC-135, USS NIMITZ and M-1. Granted, all have been modified and updated but their birth certificates remain unchanged. With the National Defense Strategy mandate to increase readiness and lethality, the maintenance and sustainment communities are challenged to make significant availability gains to these older weapon systems while recapitalization of new systems occurs over time. Is that even possible when some of these systems have inherent capabilities and reliability “designed-in?” The traditional approaches to leaning out muda (waste) and reducing repair turnaround times are necessary but not sufficient as work packages continue to grow in scope and hours. What will it take? What can and should the maintenance and sustainment community do? What contributions can industry make? A selected group of program managers and sustainment subject matter experts share what is being done and share potential issues and approaches.

MODERATOR:
Mr. Robert P. Ernst
Chief Engineer, Tactical Unmanned Aviation
Naval Air Systems Command

PANELISTS:
Mr. Mario Nieto
Deputy Director, Field Support Operations
U.S. Army Tank and Automotive Command

Mr. Bill R. Barnes
Deputy System Program Manager, B-1/B-52 Bombers
Air Force Life Cycle Management Center

Mr. John J. Murphy
Chief Engineer, Surface Maintenance Engineering Planning Program
Naval Sea Systems Command

Mr. Travis McBurnett
Director, F/A-18 Sustainment
Boeing
Maintaining America’s Lethal Competitive Edge
ASSOCIATED MEETINGS

**Monday December 17, 2018 | 8:00 a.m. – 10:00 a.m. | Room 22/23**

**Army Maintenance Board (AMB)**

**ABSTRACT**
The Army will host its quarterly Army Maintenance Board (AMB) to ensure maintenance policy, programs and initiatives are effectively supporting Army readiness objectives.

**SESSION ABSTRACT**
The Army Maintenance Board (AMB) is a collaborate environment that the Army Deputy Chief of Staff, Logistics (G-4) Director of Maintenance hosts on a quarterly basis. The purpose of the AMB is to facilitate collaboration among the Headquarters, Department of the Army Staff, Army Service Component Command (ASCC), Army Commands (ACOM) and Direct Reporting Units (DRU) on maintenance policy, programs, initiatives and resourcing activities. Its intent is, through improved accountability, efficiency, innovation, adaptability and consistency, ensure maintenance programs and policy are effective to achieve readiness objectives.

**Tuesday, December 18, 2018 | 2:00 p.m. – 4:00 p.m. | Room 20**

**Army Software Sustainment: Mitigating Challenges and Identifying Future Solutions**

**OBJECTIVE**
Provide a dynamic and interactive discussion focusing on improving the Army software sustainment environment. This session is intended for attendees directly involved or interested in software maintenance and sustainment in the Department of Defense.

**ABSTRACT**
The Army increasingly relies on software to deliver the operational capability of weapon systems. The Army software ecosystem consists of many elements that software sustainment organizations must manage to effectively engineer and sustain weapon system software. Software is the foundational building material for the engineering of systems and the principle means for delivering warfighter capability. Army software engineering center leaders will discuss current challenges, how they are mitigating risk, and what they need from Army and DoD leaders to increase software sustainment efficiencies. Attendees will be provided with insight for understanding key issues on strategy, reliability, and quality as applied to software. This session is aimed at attendees who serve in positions that affect software sustainment as well as management positions within the sustainment community. This session includes a question and answer opportunity aimed at soliciting potential issues and potential solutions from the audience.
Army G-4 Maintenance Community Forum

OBJECTIVE
Provide a forum for the Army Maintenance Community to directly address the DCS, G-4 on topics regarding current and future maintenance issues, share ideas across the community, and dialogue directly with Army senior leadership.

ABSTRACT
The Army Deputy Chief of Staff, G-4 hosts the Army Maintenance Community at the Army G-4 Maintenance Community Forum, using a town-hall format, to discuss current and future maintenance issues and share ideas across the community. This session will serve to facilitate collaboration among the Headquarters, Department of the Army Staff, Army Service Component Command (ASCC), Army Commands (ACOM) and Direct Reporting Units (DRU) on maintenance policy, programs, initiatives and resourcing activities.

Corrosion Forum 49

ABSTRACT
To further advance its commitment to minimizing the effects of corrosion on all military assets, the Department of Defense (DoD) Corrosion Policy and Oversight Office (CPO) welcomes all members of the military, government, supplier, and academic communities to the DoD Corrosion Prevention and Control Forum 49 on Tuesday, December 18, 2018. The DoD CPO has coordinated corrosion prevention and control efforts within DoD since 2003.

The Corrosion Forum 49 will begin with an overview of ongoing initiatives to assist acquisition practices and to improve sustainment efforts, all oriented toward the goal of increasing materiel availability for the warfighter at a reduced cost. Part of this overview will be a discussion of the adjustments to policy to ensure alignment with the mission and goals of the new Assistant Secretary of Defense for Sustainment organization. Next, the Corrosion Control and Prevention Executives (CCPEs) from the Army, Navy, and Air Force will share the views from their respective Departments of their corrosion programs, challenges, and successes. Finally, expert practitioners will present noteworthy results of research and engineering projects co-sponsored by CPO and its defense, university, or research institution partners. At various times during the Maintenance Symposium, participants are welcome to join CPO-sponsored working integrated product team (WIPT) sessions related to Corrosion Policy; Science and Technology; Metrics; Specifications and Standards; Facilities; Training and Certification; and Outreach and Communications.
Software Sustainment Forum

ABSTRACT
Within the past decade the source lines of code of typical avionics software systems, a sometimes contentious measurement technique, has more than tripled. New methods and models are defined, and organizations shift from a software sustainment to a continuous iterative development paradigm. Addressing the mounting challenges to software development and support across the life cycle is paramount. ASD (Sustainment) Material Readiness invites our Industry and Academic partners and participants from across the Department to take part in a discussion on the challenges faced by software organizations in support of weapon systems. The forum will address topics such as Agile DevOps, the CMMI Institute’s Capability Maturity Model Integration (CMMI©) model, and renewed initiatives to form alliances and encourage increased collaboration.

Strategic Collaborations Workshop: Business Relationships across the Life Cycle

ABSTRACT
This year’s symposium workshop will focus on the theme of “Strategic Collaborations - Business Relationships across the Life Cycle”. The workshop starts with presenters from SEI and DAU discussing current initiatives to modernize collaborative software engineering sustainment in order to plan effective software management with both public and private sector organizations across the life cycle. Facilitators will then lead a series of structured group conversations on enablers for successful DoD-Industry business relationships not only for effective software sustainment, but overall innovative sustainment arrangements that will strengthen the defense industrial base. The main question this workshop will address is: What does the next generation of business relationships look like to improve sustainment throughout the life cycle?
Army Award for Maintenance Excellence Workshop

ABSTRACT
Learn how to highlight your unit’s maintenance program to the entire Army and the Department of Defense. This workshop will provide Army Commands, ASCC and DRUs training and guidance on preparing Army Award for Maintenance Excellence nomination packages.

SESSION ABSTRACT
The goal of the Army Award for Maintenance Excellence (AAME) Program is to improve and sustain maintenance readiness, improve efficiency and reduce waste, recognize outstanding maintenance accomplishments and initiatives, ensure the best units compete, and promote competition within the commands. The AAME program is aligned with the Department of Defense Awards Program and Army units considered for the AAME are eligible to compete for the Secretary of Defense Maintenance Awards.

Army Equipment Modification Workshop

ABSTRACT
The Army Modification workshop will discuss pending policy changes to the equipment modification process, the Modification Management Information System (MMIS), the Life Cycle Management Command staffing processes that support the program and current modification concerns and possible solution sets.

SESSION ABSTRACT
The purpose of the Army Equipment Modification Program is to enhance materiel readiness through a disciplined approach to planning, authorizing, implementing, tracking and controlling equipment hardware and software modifications.
GCSS-Army Plant Maintenance Workshop
Maintenance Management Metrics, Planning Activities & Analysis

ABSTRACT
Join the GCSS-Army Plant Maintenance Workshop to discuss maintenance related functionality and the current state of GCSS-Army Plant Maintenance capabilities, continuous improvements and processes that increase equipment deployment efficiency. We will discuss methods that can be used to manage maintenance metrics at the Brigade and above manager level, highlight current and future GCSS-Army capability development and talk about improvements that will simplify day-to-day activities for users in the field.

SESSION ABSTRACT
GCSS-Army’s Plant Maintenance Module is a powerful resource utilized by the field, delivering a near real-time view of equipment readiness. When leveraged correctly it can multiply the Soldier and leader’s ability to influence fleet readiness. The Plant Maintenance module in GCSS-Army is a small part of the Army’s enterprise, but plays a major role in Large-Scale Combat Operation success.

USMC Cross Commodity Meetings
The Marine Corps will be hosting numerous associated meetings at the Maintenance Symposium. The Marines and civilians from various levels in HQMC, Systems Command, Logistics Command, Supporting establishments, Formal Learning Centers, and the Operating Forces, will represent the Engineering, Motor Transport, Communications Electronics Maintenance Ground Ordnance, and Maintenance Management Military Occupational specialties. The Maintenance commodities will be participating in Cross Commodity Meetings. These meetings will have presenters from the Program Offices, Occupational Field Sponsors/Managers, and Industries “Best in Practice” representatives, providing demonstrations and updates as it pertains to maintaining the Marine Corps Ground Combat Equipment.
Maintaining America’s Lethal Competitive Edge
TUTORIALS

Monday, Dec. 17, 2018 | 8:00 a.m.–10:00 a.m. | Meeting Rooms 24 and 25

Software Sustainment Performance Measures –
A Tutorial on Identifying and Implementing Effective
Measures for Today’s Weapons Systems

OBJECTIVE
Provide insight into the state of the practice for measuring software sustainment and maintenance across the DoD, and how to identify, define and implement performance measures to support decision making at the Project, Organizational and Enterprise levels.

ABSTRACT
Is your software sustainment organization effective? As software plays an ever-increasing role in enabling weapon systems and consuming precious resources, the need for objective management and insight is essential. This tutorial will provide an overview of the measures used in practice across the DoD software sustainment enterprise. It will highlight common information needs and decisions related to software sustainment and provide candidate measures that can be tailored and refined locally. Participants are encouraged to investigate what measures are used within their domain to enable an active discussion. Participants will gain an understanding of the data, processes, resources and tools required to implement an effective software sustainment measurement capability.

PRESENTER:
Dr. Christopher L Miller
Senior Researcher
Software Solutions Division, Software Engineering Institute,
Carnegie Mellon University
Sustainment Technology from Development to Transition – A Rapid Sustainment Office (RSO) and Commercial Technologies for Maintenance Activities (CTMA) Tutorial

OBJECTIVE
Provide a tutorial that presents an overview of the new USAF Rapid Sustainment Office and the Concept of Operations for how materiel availability enablers will be rapidly transitioned to sustainers. Additionally, this tutorial will provide details on how DoD’s CTMA program works and what DoD and commercial activities can do to leverage it to expeditiously transition promising technologies to DoD’s sustainment enterprise.

ABSTRACT
The session will provide an overview of the new USAF Rapid Sustainment Office and the Concept of Operations for rapidly transitioning and integrating cutting-edge sustainment technologies across the USAF. Additionally, this tutorial will provide an exposé on how the CTMA program can be utilized to assist industry and government in developing sustainment technology, successfully inserting that capability within DoD maintenance and sustainment. The session will detail the CTMA collaborative process, which streamlines the validation and demonstration of technologies and has experienced a 92 percent technology transition rate.

PRESENTERS:
Mr. Greg Kilchenstein
Director, Enterprise Maintenance Technology, Office of the Deputy Assistant Secretary of Defense (Materiel Readiness)

Mr. John R. Hedke
Reliability and Sustainment Branch Chief
Air Force Life Cycle Management Center

Ms. Debbie Lilu
Commercial Technologies for Maintenance Activities Program Director
Round 2 - The Good, Bad and a Little Bit of Ugly – A SecDef Maintenance Awards Tutorial

OBJECTIVE
Provide feedback from selection board members and engage in frank discussions regarding submissions for the annual Secretary of Defense Maintenance Awards.

ABSTRACT
Does creating a winning Secretary of Defense Maintenance Awards nomination package seem elusive? Selection board members from last year’s competition will describe what they look for, what really stands out and what is difficult. Examples of what to do and what not to do will be presented, and actual excerpts from previous nomination packages will be shared. Considerable time will be allotted for Q&A.

MODERATOR:
Mr. Kenneth D. Watson
Deputy Assistant Secretary of Defense (Materiel Readiness)
Office of the Secretary of Defense

PANELISTS:
Mr. Martin Ahmad
Director, Industrial Operations and Deputy Commander for Fleet Readiness Centers, Naval Air Systems Command

Lieutenant Colonel Aaron Sasson, USAF
Chief, Maintenance Branch
Joint Staff, J4

Lieutenant Colonel Seanna Less, USAF
21 A Force Development
Headquarters, United States Air Force

Mr. Stu Paul
Aviation Fleet Readiness Branch
Office of the Secretary of Defense
KEYNOTE
Lieutenant General Chiarotti is currently serving as the Deputy Commandant for Installations and Logistics.

A native of Aviano, Italy, he earned his bachelor’s degree at Westminster College, Utah, and his master’s degree from the Naval War College, Newport, Rhode Island.

Lieutenant General Chiarotti has served in a wide range of assignments at home and abroad with both the operating forces and supporting establishments. He commanded and deployed with Marine Expeditionary Unit (MEU) Service Support Group-22 during OPERATION IRAQI FREEDOM in support of 22d MEU (Special Operations Capable) combat operations. He has also commanded Combat Logistics Regiment 3, 3d Marine Logistics Group, III Marine Expeditionary Force and, later in his career, would serve as the Commanding General, 2d Marine Logistics Group, II Marine Expeditionary Force.

He has also deployed as the Officer-in-Charge, Transport Support Detachment, Special Purpose Marine Air-Ground Task Force, Camp Fox, Kuwait; and in support of OPERATION SECURE TOMORROW as the Director for Logistics, Combined Joint Task Force, Haiti. His other assignments include service as the Deputy Assistant Chief of Staff, G-3 for 2d Force Service Support Group, and as the Deputy Commander of U.S. Marine Corps Forces, Europe and U.S. Marine Corps Forces, Africa.

As a General Officer, his joint assignments include, Deputy Commander, United States Forces, Japan; Deputy Director and Director, J5 Plans, Policies and Programs U. S. Africa Command.

Lieutenant General Chiarotti is a graduate of the Amphibious Warfare School, Quantico, Virginia; the Naval Command and Staff College, Newport, Rhode Island; and the Smeal School of Business, Pennsylvania State University, State College, Pennsylvania.
TOUR

Airborne-Tampa and MacDill Air Force Base
Thursday, December 20, 2018 | 8:30 a.m.–2:00 p.m.

Tours Depart from Tampa Convention Center Channel Side Front Drive
Tour Check-In: 8:00 - 8:30 a.m.
Tour Departs: 8:30 a.m.

Tour Cost: $50.00 | Pre-Registration Required
Tour hosts reserve the right to pre-screen tour attendance.

Tour of Airborne Maintenance and Engineering Services, a commercial Maintenance, Repair, and Overhaul (MRO) facility, followed by a lunch with USAF personnel assigned to MacDill Air Force Base, and concluding with a tour of the 6th/927th Maintenance Group.

Airborne’s Tampa facility is a leading MRO and aircraft cargo conversion provider located at Tampa International Airport. Previously known as Pemco World Air Services, the company relocated to Tampa in 2008. Pemco was acquired in 2017 by Air Transport Services Group and its subsidiary, Airborne Maintenance and Engineering Services. As a LEAN and Continuous Improvement facility, Airborne’s operation continually raises the bar in terms of Quality, Reliability, Span-Time Performance, and Value. Cargo conversions, from Passenger to Full Freighter, Quick Change, or Combi configuration are accomplished at the Tampa facility and at two other international locations.

The professionals of the 6th/927th Maintenance Group (MXG) courageously and consistently support the Air Force’s mission to “Fly, Fight, and Win!” Their maintenance personnel are continually deployed around the globe in support of contingency operations providing maintenance capacities, aerial refueling, airlift, aeromedical evacuation operations, and fulfilling other Air Mobility Command worldwide commitments. They are directly responsible for launch and recovery operations and all off-equipment and in-depth on-equipment maintenance to include periodic inspections and component repair of 24 assigned KC-135 R/T aircraft. On average, MacDill aircraft generate over 3,500 sorties for 19,000 flying hours and offload 186 million pounds of fuel to over 14,000 receivers. Additionally, the 6/927 Maintenance Group provides contractual support and oversight of 3 C-37 DV airlift aircraft. The tour will highlight the people, shops, and innovative activities critical to their mission’s success.
ON-SITE REGISTRATION HOURS

Sunday, December 16:
4:30 p.m.–6:30 p.m.

Monday, December 17:
7:00 a.m.–4:30 p.m.

Tuesday, December 18:
7:00 a.m.–6:00 p.m.

Wednesday, December 19:
7:00 a.m.–7:00 p.m.

Thursday, December 20:
7:00 a.m.–10:00 a.m.

ATTENTION GOVERNMENT EMPLOYEES

As part of the 2018 DoD Maintenance Symposium, continental breakfast on December 17, 2018 and dinner on December 18, 2018 are provided. Attendees who participate on Dec 20 and 21, must claim additional meals provided. DoD regulations dictate that you must annotate these meals (i.e. exclude or “indicate as provided” from your overall travel/per diem claim amount) while filing your travel voucher.
ATTIRE GUIDANCE

Civilians
Business attire is appropriate for both the DoD Maintenance Symposium and Secretary of Defense Maintenance Awards banquet and ceremony.

Military Members
Please refer to the following table for appropriate military attire.

<table>
<thead>
<tr>
<th>Service</th>
<th>DoD Maintenance Symposium</th>
<th>Maintenance Awards Banquet and Reception</th>
<th>Speakers and Panelists</th>
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</thead>
<tbody>
<tr>
<td>Army</td>
<td>Class “B”</td>
<td>Class “A”</td>
<td>Class “B”</td>
</tr>
<tr>
<td>Marine Corps</td>
<td>Service “B” (service sweater or tanker jacket optional)</td>
<td>Service “A” (ribbons and badges)</td>
<td>Service “B” (service sweater or tanker jacket optional)</td>
</tr>
<tr>
<td>Air Force</td>
<td>Blue shirt combination</td>
<td>Service Dress</td>
<td>Blue shirt combination (Long Sleeve Shirt with Tie/Tie Tab)</td>
</tr>
<tr>
<td>Coast Guard</td>
<td>Tropical Blue Long</td>
<td>Service Dress Blue</td>
<td>Tropical Blue Long</td>
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</table>
Maintaining America’s Lethal Competitive Edge

WEST HALL
SECOND LEVEL
EXHIBIT HALL
CONTINENTAL BREAKFASTS
LUNCHES
RECEPTIONS

REGISTRATION
SECOND LEVEL

EVENT INFORMATION
The Defense Maintenance Competition returns to the Symposium again for 2018. This competition provides an opportunity for current and future maintenance professionals to showcase their abilities and see how they stack up against peers across the country. Three-member teams compete in maintenance events intended to test skill and knowledge required of a defense maintenance technician. Competitors will compete in a range of events that will highlight their technical prowess in maintenance.

The competition consists of various events to test the knowledge and skills needed of today’s defense technician. Descriptions for each event are provided here, along with the rules of the competition. Each event will be given 15 minutes to be completed in. There is no need to bring tools to compete in the DMC as all tools necessary to properly accomplish each event will be provided.

Current Competitors:
- 412 MXG/MXOPO Edwards AFB
- 402nd AMXG Warner Robbins AFB
- OC-ALC AFMC551 CMMXS/C

**Event #1 – Winglet Contour Check:** This event will test the participant’s ability to successfully measure the contour of the winglet.

**Event #2 – Analytical Chip Debris Classification:** This event will test the participant’s ability to successfully prepare and analyze a chip sample, using ChipCHECK.

**Event #3 – Identify, Test, Evaluate and Start Charging 2 Optima Batteries:** This event will test the participants ability to adequately identify battery type, identify date of manufacture, conduct a physical inspection, diagnostic testing of 2 batteries, and correctly begin charging 2 Optima batteries.

**Event #4 – Intermittent Fault Detection & Isolation in Electrical Wiring Interconnect Systems (EWIS):** This event will test the participant’s ability to successfully detect and isolate random intermittent faults in wiring harnesses.

**Event #5 – Oil Test Analysis:** This event will test the participant’s ability to successfully test an oil sample on the FieldLab 58 oil analyzer and produce a test report with automated maintenance recommendations.

**Event #6 – Safety Cable:** This event will test each participant’s skill and speed while accomplishing a series of safety cable patterns.

To participate in the Defense Maintenance Competition, contact Jim Sherman at james.sherman@sae.org or +1.724.612.3214

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Scan the QR code or visit Google Play or the Apple App Store and search for SAE International Events to download.
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<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
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<tbody>
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<td><strong>MONDAY, DEC. 17</strong></td>
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<tr>
<td>CONTINENTAL BREAKFAST</td>
<td>7-8 a.m.</td>
<td>Exhibit Hall</td>
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<tr>
<td>Break</td>
<td>10-10:30 a.m.</td>
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<tr>
<td>Supply Support for Weapon System Sustainment - Is it All About the Data?</td>
<td>10:30 a.m.-Noon</td>
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<tr>
<td>NETWORKING LUNCH</td>
<td>Noon-1 p.m.</td>
<td>Exhibit Hall</td>
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<tr>
<td>Break</td>
<td>2:30-3 p.m.</td>
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<tr>
<td>Recruiting, Developing and Retaining an Effective Organic Industrial Base Maintenance Workforce</td>
<td>3-4:30 p.m.</td>
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<tr>
<td>Exhibit Hall Open with Reception</td>
<td>4:30-7 p.m.</td>
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<tr>
<td><strong>TUESDAY, DEC. 18</strong></td>
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<tr>
<td>CONTINENTAL BREAKFAST</td>
<td>7-8 a.m.</td>
<td>Exhibit Hall</td>
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<tr>
<td>Opening Plenary Session</td>
<td>OSD Opening</td>
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<tr>
<td>Keynote</td>
<td>8-8:30 a.m.</td>
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<tr>
<td>Health of the Defense Industrial Base Panel</td>
<td>8:30-10 a.m.</td>
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<tr>
<td>Break</td>
<td>10-10:30 a.m.</td>
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<tr>
<td>Posturing Sustainment to Compete &amp; Win Against a Peer Competitor Panel</td>
<td>10:30-11:45 a.m.</td>
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<tr>
<td>Maintenance Innovation Challenge Winner Awards Presentation</td>
<td>11:45 a.m.-Noon</td>
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<tr>
<td>NETWORKING LUNCH</td>
<td>Noon-2 p.m.</td>
<td>Exhibit Hall</td>
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<tr>
<td>Opinions are Interesting - Analyzing &quot;Big Data&quot; Is Illuminating</td>
<td>2-4 p.m.</td>
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<tr>
<td>Accelerating Execution of Condition Based Maintenance Plus (CBM+)</td>
<td>2-4 p.m.</td>
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<tr>
<td>Exhibit Hall Open with Reception</td>
<td>4-6 p.m.</td>
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<tr>
<td>SecDef Mx Awards Reception</td>
<td>6-7 p.m.</td>
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<tr>
<td>SecDef Mx Awards Banquet &amp; Ceremony</td>
<td>7-9:30 p.m.</td>
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<tr>
<td><strong>WEDNESDAY, DEC. 19</strong></td>
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<tr>
<td>CONTINENTAL BREAKFAST</td>
<td>7-8 a.m.</td>
<td>Exhibit Hall</td>
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<tr>
<td>Keynote</td>
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<tr>
<td>Break</td>
<td>10-10:30 a.m.</td>
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<tr>
<td>F-35’s Sustainment Journey and Revelations for Other Weapon System Acquisitions Panel</td>
<td>10:30-12:00 p.m.</td>
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<tr>
<td>NETWORKING LUNCH</td>
<td>Noon-2 p.m.</td>
<td>Exhibit Hall</td>
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<tr>
<td>Sustainment Technology Development Through Transition Tutorial</td>
<td>1-2 p.m.</td>
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<tr>
<td>Resilient, Agile and Distributed Sustainment Operations</td>
<td>2-4 p.m.</td>
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<tr>
<td>Exhibit Hall Open with Reception</td>
<td>4-6 p.m.</td>
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<tr>
<td><strong>THURSDAY, DEC. 20</strong></td>
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<tr>
<td>Associated Meetings</td>
<td>7 a.m.-5:30 p.m.</td>
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<tr>
<td>Technical Tour: Airborne-Tampa and MacDill Air Force Base</td>
<td>8:30 a.m.-2 p.m.</td>
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