READY SYSTEMS @ THE SPEED OF RELEVANCE

DEPARTMENT OF DEFENSE MAINTENANCE SYMPOSIUM

12.09.19 DECEMBER 9–12, 2019 SPOKANE, WASHINGTON

Administrative support provided by SAE International under contract with the U.S. Department of Defense
READY SYSTEMS @ THE SPEED OF RELEVANCE
COMPETE
DETER
WIN

The DoD Maintenance Symposium is the preeminent event focused solely on maintenance. It is the only forum sponsored and conducted by the Office of the Secretary of Defense that addresses maintenance of weapon systems and equipment. Additionally, the Symposium provides the platform to annually present the Secretary of Defense maintenance Awards to the winning units, the highest awards for maintenance in the Department.

Restoring materiel readiness at a significant pace is a key tenet of the National Defense Strategy and the Department’s leadership. More than 1,700 participants representing the full range of military, government, maintenance, and industry leadership will gather for four days to address the pressing issues and challenges facing the maintenance and sustainment communities.

Each and every attendee at this year’s Maintenance Symposium has the ability to affect how our community does business, thus this forum is an excellent opportunity to make a contribution directly to our national defense. The comprehensive agenda is structured to advance the National Defense Strategy, frame key policy, strategy, resourcing, process, and technology issues affecting the maintenance and sustainment enterprises.
ENGAGE
COLLABORATE
INFLUENCE

Join the maintenance and sustainment communities.

Make your mark in a powerful circle of influence. This unique event connects you with military, government, maintainers and industry leaders in a dynamic forum. Interact with individuals you might not meet elsewhere and get your voice heard by officials who are making decisions that impact the maintenance and sustainment enterprises.

WHO ATTENDS

– Defense logistics and resource managers
– Program managers involved in lifecycle and product support
– Military and civilian maintainers, including executives, supervisors, technicians and international counterparts
– Production, process, and information systems specialists
– Researchers and product development representatives
– Original equipment manufacturers
– Commercial maintainers and product support providers
– Engineers—maintenance, software, and in-service and process/industrial professionals who contribute to effective DoD maintenance operations.
LISTEN
DISCUSS
STRATEGIZE

Get the latest information on DoD maintenance activities and direction.

Through impactful keynote presentations, engaging plenary panel discussions, targeted breakout sessions, special tutorials, and training classes led by subject matter experts, this world-class event is unrivalled with an abundance of learning and networking opportunities. Hear a variety of views on significant topics for a well-rounded perspective—with content curated specifically for military, government, industry leaders and maintenance professionals from all levels—then discuss solutions and strategies as a community. In addition, the Maintenance Innovation Challenge elevates and expands the call for maintenance innovation beyond solely novel technology to also include unique partnerships, resourcing strategies, business practices, processes or any other transformative capability that promises to make maintenance more agile and affordable.
**PLENARY SESSIONS**

**Tuesday, Dec. 10, 2019 | 10:30 a.m.–11:45 a.m.**

**Bridging the Gap between Legacy and Next Generation Systems to Ensure Performance and Continuity of Capability**

**OBJECTIVE**
Provide senior leadership perspectives, approaches, and guidance to ensure continuity of capability as key warfighting capabilities are modernized.

**ABSTRACT**
The 2018 National Defense Strategy (NDS) demands urgent change at significant scale. For the Department’s acquisition and sustainment community, the NDS emphasizes the obligation to deliver and maintain continuity of capability while under persistent multi-domain attack. Warfighting capability is provided through portfolio sets that encompass precision strike, nuclear force employment, forward maneuver, and a number of other critical domains. The complex lifecycles of the weapon systems must be managed strategically to bring the required capability to the fight. Simply put, the Department must ensure the continuity of a specific warfighting capability by maintaining sufficient availability of a significant number of legacy weapon systems, without increased cost, while concurrently developing, testing, fielding and delivering full operational capability of modernized and next generation systems. This senior panel will address the issues, challenges, and way ahead for ensuring no gaps in capability while key warfighting capabilities are modernized.

**Wednesday, Dec. 11, 2019 | 8:00 a.m.–9:10 a.m.**

**Posturing the Sustainment Enterprise to Be Ready @ the Speed of Relevance**

**OBJECTIVE**
Examine two defining moments in U.S. warfighting and sustainment history against the context of today’s National Defense Strategy to deliver and support ready systems at the speed of relevance. Today’s strategic security, as informed by historical precedent, offers tremendous opportunities to mature a responsive, relevant, and well-postured Department of Defense sustainment enterprise.

**ABSTRACT**
The years 1941 and 1991 are important in that they illustrate very different kinds of warfare and provide relevant insights about ways to shore up and energize our sustainment enterprise. During the Battle of the Atlantic (1941), swarms of smart, small aircraft cycled on and off U.S. carriers to deliver the “sting” of national power. By 1991 U.S. military doctrine had shifted, with a focus on precision to get the better of mass. Substantial victories can be associated with this doctrinal shift, but are we agile and responsive enough to respond to today’s security threats?

The planes and pilots of 1941 have been replaced by swarms of software intensive, near-space drones held together by artificial intelligence (AI) and mobile, targeted additive manufacturing (AM) capabilities. Panelists will use lessons from the past to highlight present and future sustainment outcomes we must deliver and the qualities required to generate and mobilize a ready, agile, and relevant sustainment enterprise.
Ready Systems @ the Speed of Relevance
—Managing the Defense Industrial Base as a Strategic Capability

OBJECTIVE
Determine how well the nation’s Defense Industrial Base (DIB) is positioned to respond to National Defense Strategy requirements. Identify major DIB focus areas, key challenges, and strategic solutions for improving flexibility, readiness, and lethality.

ABSTRACT
Myriad capabilities in both defense and industry sectors may not be fully integrated or optimized to generate satisfactory materiel availability. Today’s state of decision making, resourcing, and investment allocation across the DIB suggest major changes are necessary. Government and industry leaders will provide their perspectives on today’s “burning platform” and why it may be time for a fundamental transformation. Is the time right to redefine the DIB? How could the DIB be managed as a national asset? What initiatives are underway to foster a required paradigm shift?

Shining the Spotlight on the “Backshop”
—Leveraging Component Repair to Increase Materiel Readiness

OBJECTIVE
Understand the contribution and criticality of component repair to readiness recovery so that we can focus the efforts of the sustainment community to improve the reliability and extend the serviceable lives of critical warfighting assets.

ABSTRACT
As component repair in support of DoD’s major end items has become more important, it has also become more complex. Component repair has specialized, diversified, and differentiated to address critical and non-critical requirement “movers” and meet the demands of both standard and “over and above” work. Today, effective and efficient component repair requires many sustainment disciplines, including inventory management, forecasting, supply management, return and repair flows, workforce development, and sustaining engineering.

During this plenary session, sustainment leaders will highlight the importance of integrating component repair fully into the Department’s readiness recovery efforts. They will describe current improvement initiatives and discuss strategic issues that drive the capability and capacity of component repair to meet materiel readiness requirements. Issues examined will include economies of scale, availability, optimization of support equipment, spare parts forecasting and availability, and work package and bill of material accuracy.
Breakouts

Monday, Dec. 9, 2019 | 8:00 a.m.–10:00 a.m.

Accelerating Sustainment Technology Adoption

Objective
Examine enterprise-level approaches to sustainment technology insertion and transition. Provide DoD and industry leaders’ perspectives on technology and innovation strategies, plans, and initiatives for weapon systems and equipment to explore how these leaders are working to accelerate the transition of game-changing maintenance and sustainment capabilities critical to meeting weapon system readiness objectives.

Abstract
The current defense environment requires responsive and reliable sustainment organizations that are supported by world-class processes and technology solutions. “Ready systems at the speed of relevance” is more than a tag line; it is foundational to our national security. We cannot continue using legacy methods and tools in expectation of making significant improvement in weapon system readiness and lifecycle cost. Global commitments and fiscal constraints necessitate the sustainment community advance sustainment processes and maintenance paradigms to meet current and future readiness requirements. New strategies, process innovations, and the effective and efficient application of new technologies will largely determine the success of the sustainment enterprise in improving DoD system availability.

During this session, senior sustainment leaders will highlight how their organizations are evaluating, prioritizing, and implementing technologies necessary to address both current and future sustainment challenges. Panelists will discuss their strategies for advancing sustainment technologies and how they are implementing those strategies and overcoming challenges. They will also present an overview of key sustainment technology initiatives and provide their experience-based perspective of how we can accelerate technology adoption.
Transforming Today’s Organic Industrial Base— A Framework for Addressing Gaps and Driving Success in a Time of Strategic Transition

OBJECTIVE
Engage participants in a lively discussion about an innovative organic industrial base (OIB) framework that can help establish a baseline and actions needed for improvements.

“Without sustained and predictable investment to restore readiness and modernize our military to make it fit for our time, we will rapidly lose our military advantage, resulting in a Joint Force that has legacy systems irrelevant to the defense of our people.”

— 2018 National Defense Strategy

ABSTRACT
This session will feature an innovative OIB framework with five dimensions: human capital, manufacturing, finance, infrastructure, and governance. The framework is a main outcome of a 2-year Eisenhower School OIB study. It has been applied to produce strategic OIB observations as well as near- and long-term enhancement recommendations.

Senior DoD policy and decision makers have taken notice of the proposed framework, already recognizing its potential to improve the OIB and to address current congressional and Government Accountability Office analytical and reporting requirements. Panelists will leverage the framework to structure a descriptive and prescriptive dialogue about OIB status, gaps, and revitalization opportunities. The primary goal is to convey full appreciation of the actions needed to restore the OIB’s relevancy and importance in attaining the major National Defense Strategy imperatives to compete, deter, and win.

Today’s Weapon System Availability Challenges— Do They Require a New Level of Collaborative Business Arrangements?

OBJECTIVE
Baseline the scope and results of current sustainment-related partnerships and offer concepts for more effective incentive structures. Panelists will provide practical “next steps” to leverage the wealth of industrial capabilities that exist in both sectors.

ABSTRACT
The time is now for DoD to reconceive and transform the depth, breadth, and results of the business relationships it has with industry to meet weapon system availability and readiness goals. Likewise, industry has strong imperatives to provide viable, more strategic sustainment mechanisms. These new approaches must integrate with DoD’s headquarters, sustainment, and maintenance organizations to achieve better results. This panel discussion will provide different perspectives on how to enable the next level of collaborative business arrangements focused on improved supply chain management among producers, carriers, and sustainment services providers. This panel will first baseline the status quo and then offer specific areas of opportunity in which improved partnerships and collaborative business relationships can better leverage the combined strength of the organic industrial base and its industry partners across the sustainment enterprise. Panel members will offer practical steps toward an end state of collaborative business arrangements that are structured to provide exceptionally effective and efficient public and private industrial capabilities and capacity. The goal is to challenge the community to pursue actions in support of a new level of collaborative synergy that produces clear outcomes in response to the current state of weapon system availability across the Department.
Monday, Dec. 9, 2019 | 1:00 p.m.–2:30 p.m.

The Organic Industrial Base through an Auditor’s Lens — Strategic Strengths, Weaknesses, Opportunities and Threats

OBJECTIVE
Gain perspective on how the Organic Industrial Base (OIB) looks from some of the most independent and analytical professionals in the federal government.

ABSTRACT
The OIB is assessed by a variety of independent audit agencies. Recent audits range from capital investment reviews to the overall contribution of the OIB to materiel readiness outcomes. Representatives from three key agencies will offer their perspectives. The U.S. Government Accountability Office (GAO) serves as an independent, nonpartisan agency that works for Congress. The Congressional Research Service (CRS) serves as shared research staff to congressional committees and members of Congress. The Inspector General acts as the principal advisor to the Secretary of Defense in matters regarding DoD fraud, waste, and abuse. The Inspector General also ensures the Secretary of Defense and Congress are fully informed of problems within the Department.

Monday, Dec. 9, 2019 | 1:00 p.m.–2:30 p.m.

Maintenance Innovation Challenge

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 technologies, best business practices, and innovative maintenance processes. Finalists will be selected by an evaluation board of maintenance technology subject matter experts from the Joint Technology Exchange Group and industry. The session aims to raise awareness of promising innovations, encourage collaboration and unique partnerships that develop 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 Symposium plenary session and presented with the 2019 Maintenance Innovation Challenge trophy. Attendees of this breakout session will also 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.
Investments in the Organic Industrial Base — Need for Modernizing and Enhancing OIB Infrastructure and Equipment

OBJECTIVE
Provide insights from DoD leaders regarding investment strategies in the OIB and whether the Department is investing enough, and in the right places, to affect positive production improvements in support of material availability goals.

ABSTRACT
DoD organic industrial facilities require proper resourcing to close capability gaps, optimize efficiency gains, and address future workload challenges. Investment in depot infrastructure, equipment, and workflow processes need to match the pace of evolving weapon system technology; however, investment in the OIB is lagging as evidenced by recent GAO reports and congressional directives for new depot optimization plans. This breakout session will include discussions on the adequacy of 10 USC 2476 minimum capital investment requirements, incorporating best practices from private industry and the processes used to prioritize investments.

Weaponizing Sustainment Data — Is “Big Data” Moving Us from Description to Prediction?

OBJECTIVE
Explore both Department- and Service-level big data initiatives and the strategic opportunities these efforts offer to better align materiel readiness metrics and management to support readiness recovery at lowest cost.

ABSTRACT
In the last two National Defense Authorization Acts, Congress laid the foundation for DoD to use data to drive decision making by requiring the Department to “establish a data policy that mandates that any data contained in a defense business system related to business operations and management is an asset of the Department,” and “issue and maintain guidance requiring the implementation and use of material readiness metrics to enable assessment of the readiness of armed forces to carry out the national defense strategy.”

In this breakout session, leaders from both public and private sectors will describe their efforts to establish the infrastructure, systems, and processes needed to provide more consistent, reliable, and accurate materiel condition information for data-driven analysis and decision making. Panelists will share insights into progress made, lessons learned, best commercial derivative practices, key obstacles, and near- and long-term opportunities associated with the promise of “big data” solutions as applied to DoD’s sustainment space.
The Sustainment Enterprise Metrics Dashboard — Status, Value-Added, and Way Forward

OBJECTIVE
Highlight an initiative that is driving an authoritative and standard DoD-wide metrics and analytical approach to produce improvements in the sustainment enterprise. Provide information regarding the development, status, and potential of the Sustainment Enterprise Metrics Dashboard (SEMD).

ABSTRACT
Information asymmetry drives the need for a superordinate and authoritative set of metrics that provide simplified, common sustainment vernacular across the Department. A common and aligned metrics set facilitates correlations and comparisons among operational requirements, readiness drivers, program costs, and sustainment enablers that are often difficult to establish. A panel will discuss the SEMD, which was developed through the Department’s Logistics Reform Initiative to support specific user communities: 1) top-tier OSD and Service leaders who are interested in leveraging decision-quality information to support materiel availability requirements; 2) DASD and Service functional or agency staff who use business intelligence from the SEMD to assess performance, monitor program costs, and link resources to operational readiness; and 3) DASD, Service, and agency action officers and subject matter experts who leverage SEMD productivity and performance data and metrics to create solutions to availability and cost challenges.

The audience will take away key messages from these user communities as well as a synthesized perspective on the value-added and way forward for the SEMD. Participants may also help determine if this nascent capability can drive unity of effort to address materiel availability issues and produce required weapon system readiness.

A Critical Lever for Moving the Needle — The Acquisition Community and How It Affects Materiel Readiness

OBJECTIVE
Engage the acquisition community in a discussion of what it is doing to improve materiel readiness for new and legacy weapon systems and how it directly affects the sustainment community.

ABSTRACT
The acquisition community heavily influences materiel readiness outcomes and the sustainment community. In this breakout session, members of the acquisition community will discuss what they are doing to improve materiel readiness for new and legacy weapon systems, including designing for reliability, maintainability, and supportability; developing product support strategies; enabling field and depot levels of maintenance; and upholding the program manager’s role as the lifecycle manager from pre-acquisition through disposal. This is an opportunity for the audience to interact and highlight the operational sustainment concerns to acquisition professionals.
Operational Sustainment Reviews — The Army’s Metrics-Driven Framework for Achieving Weapon System Availability Outcomes

OBJECTIVE
Highlight an ongoing initiative that is institutionalizing sustainment readiness recovery and a weapon system availability outcome focus into the DNA of the Army.

ABSTRACT
The Army’s Operational Sustainment Reviews (OSRs) gauge sustainment performance by measuring the effectiveness of current weapon system support strategies against baseline values documented early in a system’s lifecycle. As past OSRs have highlighted, there is no “silver bullet” solution to the materiel readiness challenges of today. Panelists will focus on three key OSR facets: 1) structure and use of data-based decision making to achieve results, 2) the required level of stakeholder engagement, and 3) how other Services may leverage the OSR model in their sustainment readiness recovery efforts. Recent OSR lessons learned and outcomes will be shared and sister Services will provide reactions and insights as they describe similar efforts underway to improve materiel availability and readiness requirements. Finally, panelists will discuss how OSRs can be an instructive baseline as the Department refines its capabilities to understand the specific causes of availability loss and cost drivers at the enterprise level.

Corrosion Control as a Readiness Enabler

OBJECTIVE
Explore corrosion-related maintenance processes and materials for materiel readiness improvement and reduced costs.

ABSTRACT
Corrosion maintenance costs the Department of Defense approximately $20B per year, and consumes up to 25% of every maintenance man-hour spent to keep our assets ready to perform their mission. Improving the corrosion performance of systems through advanced maintenance practices and materials has the potential to reduce costs and improve our readiness posture by reducing maintenance requirements, extending time between depot maintenance periods, and minimizing the demand for corrosion-related maintenance man-hours at operational, intermediate, and depot maintenance levels. This session will feature the results of several recent advances in corrosion-related maintenance process and show how they have benefited the readiness of the impacted systems.
**ASSOCIATED MEETINGS**

**Organic Depot Maintenance Production Systems**

Compare and contrast the functionality, key attributes, and analytical features of the production systems used to manage workloads in Department of Defense (DoD) depot maintenance activities. The meeting will demonstrate how these systems integrate production, and management information associated with depot maintenance processes. The meeting will address the question, “How can the sustainment enterprise leverage information technology to optimize depot performance?”

**OBJECTIVE**

Demonstrate and share best practices by illustrating the current scope of information technology supporting DoD depot maintenance production and decision making. Generate an informed sense of how relevant business information may possibly provide greater transparency into depot performance and contribute to more informed management decision making.

**ABSTRACT**

In a collaborative setting, representatives from COMFRC, AFMC, and AMC will provide an overview of their service’s maintenance depot production system functionality, followed by a comprehensive description of their service’s depot maintenance performance metrics. These experts will outline the linkages among system functionality, production processes supported, and the current uses of information generated from these systems—both internal and external to their organizations. All participants will then engage in a moderated discussion with the presenters to identify best practices, discuss alternative approaches to depot maintenance system and metrics management, and suggest innovative ways to increase the value of production information. The desired outcome of this meeting is to baseline depot maintenance production system capabilities across the services and leverage all participants insights to offer best practices that increase the transparency, commonality, and value of the metrics these systems generate.

**USMC Cross Commodity Meetings**

The Marine Corps will host numerous associated meetings at the Maintenance Symposium. The Marines and civilians from various levels in HQMC, Systems Command, Logistics Command, supporting organizations, formal learning centers, and the operating forces will represent the Engineering, Motor Transport, Ground Electronic Maintenance, 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 Industry’s “Best in Practice” representatives, providing demonstrations and updates as they pertain to maintaining the Marine Corps Ground Combat Equipment.
TUTORIALS

Wednesday, Dec. 11, 2019 | 4:00 p.m.–5:00 p.m.

Take Three: The Good, the Bad, and a Little Bit of Ugly—A SecDef Maintenance Awards Tutorial

OBJECTIVE
Provide feedback directly 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. Actual excerpts from previous nomination packages will be shared. Considerable time will be allotted for Q&A.
MAINTENANCE INNOVATION CHALLENGE

The Maintenance Innovation Challenge elevates and expands the call for maintenance innovation beyond solely novel technology to also include unique partnerships, resourcing strategies, business practices, processes or any other transformative capability that promises to make maintenance more agile and affordable.

Six finalists will be given the opportunity to present their new technologies, processes, or business practices to the symposium audience and showcase their maintenance innovation in the co-located Defense Maintenance and Logistics Exhibition.

Accept the Challenge. Submit Your Innovation Today.

competition.ncms.org/

SECRETARY OF DEFENSE MAINTENANCE AWARDS

Secretary of Defense Maintenance Awards Reception
Tuesday, December 10, 2019 | 6:00 p.m.–7:00 p.m.

Secretary of Defense Maintenance Awards Banquet & Ceremony
Tuesday, December 10, 2019 | 7:00 p.m.–9:30 p.m.

Each year, the Secretary of Defense Maintenance Awards are presented to recognize the best maintenance units within the Department of Defense. Awards are presented in four categories:

- Field-Level Awards, including the Phoenix Award
- Robert T. Mason Award for Depot Maintenance Excellence
- Sustainment Training, Advice, and Assistance of Foreign Military Forces
- Rear Admiral Grace M. Hopper Award for Software Maintenance Excellence
Enhance your presence and build brand recognition among the DMLE audience by sponsoring or exhibiting.

To discuss display space, sponsorships, and advertising opportunities, contact:

Vanessa Reddick
+1.724.772.7591 or +1.724.713.7729
vanessa.reddick@sae.org
**REGISTRATION**

Register at [sae.org/dod](http://sae.org/dod) by November 22, 2019, to qualify for early-bird pricing. For assistance with registration, contact SAE Customer Service:

+1.877.606.7323 (USA and Canada)
+1.724.776.4970 (Outside of USA and Canada)

Fax: +1.724.776.0790 Email: [CustomerService@sae.org](mailto:CustomerService@sae.org)

**HOTEL RESERVATIONS**

Event Dates: December 9-12, 2019

All attendees are responsible for their own lodging and travel arrangements.

Hotel Reservation Deadline: November 15, 2019

Make your hotel reservations now at [sae.org/attend/dod/attend/hotel-travel](http://sae.org/attend/dod/attend/hotel-travel)

**HOTELS**

- **DoubleTree by Hilton Spokane City Center**
  322 N. Spokane Falls Court | Spokane, WA 99201
  Government rate: $108 | Industry Rate: $145

- **The Centennial Spokane**
  303 W. North River Drive | Spokane, WA 99201
  Government rate: $108 | Industry Rate: $119

- **The Davenport Grand Hotel**
  333 W. Spokane Falls Blvd. | Spokane, WA 99201
  Government rate: $108 | Industry Rate: $129

---

**By: 11/22/2019** | **After: 11/22/2019**

<table>
<thead>
<tr>
<th>Attendee Type</th>
<th>Only Technical Sessions</th>
<th>Technical Sessions &amp; Exhibit</th>
<th>Only Technical Sessions</th>
<th>Technical Sessions &amp; Exhibit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Employee</td>
<td>$470</td>
<td>$545</td>
<td>$570</td>
<td>$645</td>
</tr>
<tr>
<td>Local Government Employee</td>
<td>$435</td>
<td>n/a</td>
<td>$535</td>
<td>n/a</td>
</tr>
<tr>
<td>Military O–4 and above</td>
<td>$470</td>
<td>$545</td>
<td>$570</td>
<td>$645</td>
</tr>
<tr>
<td>Military O–1 to O–3 and E–1 to E–9</td>
<td>$270</td>
<td>$345</td>
<td>$370</td>
<td>$445</td>
</tr>
<tr>
<td>Academia</td>
<td>n/a</td>
<td>$545</td>
<td>n/a</td>
<td>$645</td>
</tr>
<tr>
<td>Industry Regrantor</td>
<td>n/a</td>
<td>$845</td>
<td>n/a</td>
<td>$945</td>
</tr>
<tr>
<td>Industry Display</td>
<td>n/a</td>
<td>FREE</td>
<td>n/a</td>
<td>FREE</td>
</tr>
<tr>
<td>Exhibitor ID# Required</td>
<td>n/a</td>
<td>$645</td>
<td>n/a</td>
<td>$745</td>
</tr>
<tr>
<td>Industry Display, Reduced Rate</td>
<td>n/a</td>
<td>$645</td>
<td>n/a</td>
<td>$745</td>
</tr>
<tr>
<td>Exhibitor ID# Required</td>
<td>n/a</td>
<td>$745</td>
<td>n/a</td>
<td>$845</td>
</tr>
<tr>
<td>Industry Display, Over Reduced</td>
<td>n/a</td>
<td>$745</td>
<td>n/a</td>
<td>$845</td>
</tr>
<tr>
<td>Rate and Free Allotments</td>
<td>Before registering,</td>
<td>Before registering,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exhibitor ID# Required</td>
<td>contact <a href="mailto:pr@sae.org">pr@sae.org</a>.</td>
<td>contact <a href="mailto:pr@sae.org">pr@sae.org</a>.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

Press (Credentials Required)
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>
</tr>
</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>
</tr>
<tr>
<td>MONDAY, DEC. 9</td>
<td>TUESDAY, DEC. 10</td>
<td>WEDNESDAY, DEC. 11</td>
<td>THURSDAY, DEC. 12</td>
</tr>
<tr>
<td>---------------</td>
<td>------------------</td>
<td>--------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td><strong>CONTINENTAL BREAKFAST</strong>&lt;br&gt;7–8 a.m.</td>
<td><strong>CONTINENTAL BREAKFAST</strong>&lt;br&gt;7–8 a.m.</td>
<td><strong>CONTINENTAL BREAKFAST</strong>&lt;br&gt;7–8 a.m.</td>
<td><strong>Associated Meeting Opportunity</strong>&lt;br&gt;7 a.m.–5:30 p.m.</td>
</tr>
<tr>
<td>Perspectives on “Work” in Support of Weapon System Maintenance From the Just Onboarded to the Seasoned Professional&lt;br&gt;8–10 a.m.</td>
<td>Accelerating Sustainment Technology Adoption&lt;br&gt;8–10 a.m.</td>
<td><strong>Opening Plenary Session</strong>&lt;br&gt;OSD Opening - DASD (MR)&lt;br&gt;Government Keynote Industry Keynote&lt;br&gt;8–10 a.m.</td>
<td>Technical Tour #1&lt;br&gt;Fairchild AFB&lt;br&gt;8:30 a.m.–2:30 p.m.</td>
</tr>
<tr>
<td><strong>BREAK</strong> 10–10:30 a.m.</td>
<td><strong>BREAK</strong> 10–10:30 a.m.</td>
<td>Bridging the Gap between Legacy and Next Generation Systems to Ensure Performance and Continuity of Capability&lt;br&gt;10:30–11:45 a.m</td>
<td><strong>BREAK</strong> 9:10–9:25 a.m.</td>
</tr>
<tr>
<td>Transforming Today’s Organic Industrial Base – A Framework For Addressing Gaps and Driving Success In A Time of Strategic Transition&lt;br&gt;10:30 a.m.–noon</td>
<td>Today’s Weapon System Availability Challenges – Do They Require A New Level Of Collaborative Business Arrangements?&lt;br&gt;10:30 a.m.–noon</td>
<td><strong>NETWORKING LUNCH</strong>&lt;br&gt;Noon–1 p.m. Exhibit Hall</td>
<td>Ready Systems @ the Speed of Relevance – Managing the Defense Industrial Base as a Strategic Capability&lt;br&gt;9:25–10:35 a.m.</td>
</tr>
<tr>
<td>The Organic Industrial Base through an Auditor’s Lens – Strategic Strengths, Weaknesses, Opportunities, and Threats&lt;br&gt;1–2:30 p.m.</td>
<td>Maintenance Innovation Challenge&lt;br&gt;1–2:30 p.m.</td>
<td>The Sustainment Enterprise Metrics Dashboard – Status, Value-Added, and Way Forward&lt;br&gt;2–4 p.m.</td>
<td><strong>BREAK</strong> 10:35–10:50 a.m.</td>
</tr>
<tr>
<td><strong>BREAK</strong> 2:30–3 p.m.</td>
<td>Weapingizing Sustainment Data From – Is ”Big Data” Moving Us From Description to Prediction?&lt;br&gt;3–4:30 p.m.</td>
<td>A Critical Lever for Moving the Needle – The Acquisition Community and How It Affects Materiel Readiness&lt;br&gt;2–4 p.m.</td>
<td>Shining the Spotlight on the “Backshop” – Leveraging Component Repair to Increase Materiel Readiness&lt;br&gt;10:50 a.m.–noon</td>
</tr>
<tr>
<td><strong>EXHIBIT HALL OPEN WITH RECEPTION</strong>&lt;br&gt;4–6 p.m.</td>
<td><strong>Tutorial</strong>&lt;br&gt;2–4 p.m.</td>
<td><strong>EXHIBIT HALL OPEN WITH RECEPTION</strong>&lt;br&gt;4–6 p.m.</td>
<td><strong>Tutorial</strong>&lt;br&gt;2–4 p.m.</td>
</tr>
<tr>
<td>SecDef Mx Awards Reception&lt;br&gt;6–7 p.m.</td>
<td><strong>Operational Sustainment Reviews – The Army’s Metrics – Driven Framework For Achieving Weapon System Availability Outcomes</strong>&lt;br&gt;2–4 p.m.</td>
<td>Take Three: The Good, the Bad, and a Little Bit of Ugly – A SecDef Maintenance Awards Tutorial&lt;br&gt;4–5 p.m.</td>
<td>Corrosion Control as a Readiness Enabler&lt;br&gt;2–4 p.m.</td>
</tr>
<tr>
<td>SecDef Mx Awards Banquet &amp; Ceremony&lt;br&gt;7–9 p.m.</td>
<td><strong>Corrosion Control as a Readiness ENabler</strong>&lt;br&gt;2–4 p.m.</td>
<td><strong>EXHIBIT HALL OPEN WITH RECEPTION</strong>&lt;br&gt;4:30–7 p.m.</td>
<td><strong>EXHIBIT HALL OPEN WITH RECEPTION</strong>&lt;br&gt;4:30–7 p.m.</td>
</tr>
</tbody>
</table>
Join the maintenance and sustainment communities. Register today.

COMPETE. DETER. WIN.

December 9-12, 2019 | Spokane, Washington, USA | SAE.ORG/DOD