As sustainers of our nation’s fielded weapon systems and equipment, we know what it takes to get the job done. We do it day and night, all over the world, under a myriad of adverse conditions — returning platforms and equipment to service to perform their assigned mission. Our security environment has become more complex and the principal threats to the national security have escalated. For our national defense strategy, direct, we must now commit ourselves to supporting a new set of challenges while rebuilding military readiness as we build a more lethal Joint Force. Our mission is clear — enable and sustain a more lethal, resilient and rapidly innovative Joint Force to compete, deter, and win in this complex security environment. Are we up to that challenge?

Improving weapon systems and equipment availability is what will produce higher readiness. A credible military force is the outcome and materiel readiness is the product we deliver as a sustainment community. To achieve this, we need each and every one of you. Why? Because we know that the solutions lie with those closest to the work — the dedicated and focused maintenance and sustainment professionals at the twonumbers, in the depots and out in the field — on the deck plates, on the line, in repair shops. By increasing availability and reliability, and reducing repair cycle time and cost, we will deliver the materiel readiness required by the Joint Force.

The 2019 DoD Maintenance Symposium offers a unique opportunity for you to be actively involved in examining and tackling our toughest challenges. This is your opportunity to be part of the discussions that will shape the Department’s approach to restoring readiness in order to build and sustain a more lethal force. Your contributions offer immense value to the warfighters we serve, to you, and to your organization. Also, please take the opportunity to increase your knowledge and expand your networks by engaging with the exhibitors in the co-located Defense Maintenance and Logistics Exhibition.

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

Steven J. Morani
Deputy Assistant Secretary of Defense for Materiel Readiness
ENGAGE

As sustainer of our nation’s fielded weapon systems at the world, under a myriad of adverse conditions — oftentimes in an environment that has become more complex and the presence of adversaries, we must now commit ourselves to supporting Joint Force. Our mission is clear — enable and sustain a more lethal force. Your contributions offer immense value to the warfighters we serve, to you, and to your organizations.

Increasing weapon systems and equipment availability is material readiness, the product we deliver as a sustainment.
ENGAGE

As sustainers of our nation's fielded weapon system is the world, under a myriad of adverse condition environment has become more complex and direct, we must now commit ourselves to say Joint Force. Our mission is clear—enable an all-domain rotary and environment, now.

Improving weapon systems and equipment as our material readiness is the product we deliver as we know that the solutions lie with those who push boundaries, not the experts and out in the field and reducing repair cycle time and cost, we need.

The 2019 DoD Maintenance Symposium offers a unique opportunity for you to be actively involved in examining and tackling our toughest sustainment challenges in the fight to maintain America's air refueling and global conditions. Improving weapon systems and equipment as our material readiness is the product we deliver as we know that the solutions lie with those who push boundaries, not the experts and out in the field and reducing repair cycle time and cost, we need.

I realize there are many demands on your time and resources, and I am grateful that you are here. Your participation here and in your work organizations is critical to shaping the Deck.

PUT THE OMD MAINTENANCE SYMPOSIUM IN THE PALM OF YOUR HAND WITH THE OFFICIAL EVENT APP.

Download the app to easily discover and locate sessions and other events as you go to make the most of your event experience.
As sustainer of our nation’s fielded forces, we must leverage the vast resources of the Department of Defense to return platforms and equipment to service to perform their assigned mission. Since the advent of the joint force, our mission is clear — to construct a secure homeland and a free world.

Improving weapon systems and equipment readiness is the product we deliver to the warfighter. It is the product that we must continuously improve to meet the 21st-century security environment. Our mission is to deliver on-time, on-cost aircraft, ships and equipment to our warfighters in support of the joint operation. When our forces are fielded and ready, they become more lethal.

The 2019 DoD Maintenance Symposium is the place to come together to discuss, strategize, and invest in solutions to address issues ranging from the epic to the everyday. This event is for all DoD, industry, academic, and international stakeholders involved in sustainment and reliability. The symposium will feature a diverse set of speakers from across the Department of Defense, industry, academia, and international partners.

The symposium will feature a diverse set of speakers from across the Department of Defense, industry, academia, and international partners. Keynote speakers and panel discussions will address topics such as readiness, sustainment, and reliability. The event will also feature a trade show with exhibits from industry partners.

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GLOBAL CONDITIONS KEYNOTE
Tuesday, December 10, 2019 | 8:00 a.m.–10:00 a.m. | Room 111 B-C
OBJECTIVE
ABSTRACT
BREAKOUTS
Ready Systems @ the Speed of Relevance
Monday, December 9, 2019 | 8:00 a.m.–10:00 a.m. | Room 300 B-D
OBJECTIVE
ABSTRACT
BREAKOUTS
As sustainers of our nation's fielded weapon systems and equipment, we know what it takes to get the job done. We do it day and night, all over the world, under a myriad of adverse conditions — returning platforms and equipment to service to perform their assigned mission. Our security is dependent on our ability to keep our forces ready to project power, combat threats, and win. We must evolve strategies and practices to meet these requirements.

Our mission is clear — enable and sustain a more lethal, resilient and rapidly innovation Joint Force to compete, deter, and win in the 21st Century. In this rapidly changing business environment, leaders in the Department of Defense and its agencies are working to protect traditional revenue streams while embracing new opportunities. A critical component of this strategy is a sustainable and effective way to quantify and maintain materiel readiness. To achieve this, we need each and every one of you. Why? Because improving weapon systems and equipment is critical to shaping the Department's future.

The 2019 DoD Maintenance Symposium offers a unique opportunity for you to be actively involved in examining and tackling our toughest challenges and to learn from leaders who are changing the way the Department of Defense operates. Take advantage of the full range of events at the Symposium and explore the role your respective organization can play in the modernization of the Joint Force.

Looking ahead, leaders are considering how we can best support the warfighter. This is about developing and risking new business models to sustain weapon systems while balancing readiness needs with affordability and cost implications. It's also about developing new business models to sustain weapon systems while balancing readiness needs with affordability and cost implications.

Our conference will provide an opportunity for leaders to develop a better understanding of the current state of the Department of Defense's maintenance mission, identify areas for improvement, and identify key stakeholders and partners to help navigate the future of the maintenance mission.

The Symposium will feature keynote speakers, technical presentations, and interactive workshops. The event will also include an exhibit hall where you can learn about the latest technologies and network with other leaders in the field.

The Symposium will be held at the Convention Center in Spokane, Washington, from December 9-12, 2019. For more information, please visit the event website.

Karen Morani
Deputy Assistant Secretary for Materiel Readiness
READY SYSTEMS @ THE SPEED OF RELEVANCE

John M. Holmes is President and Chief Executive Officer of AAR, a leading aviation service provider to commercial airlines and government customers worldwide. He also serves on AAR’s Board of Directors.

Holmes joined AAR in 2001 as Director of Mergers and Acquisitions. In 2003, he became General Manager of AAR’s Parts Sales business and progressively assumed responsibility for other businesses that comprised Aviation Services, Advanced Technology Systems, and EMS Services with a focus on achieving growth and operational efficiencies. Holmes led the expansion of AAR’s MRO business, AAR Engineering and Force Protection, and AAR Airline Solutions, a captive repair cycle management company, and the expansion of MRO Services with the acquisition of Premier Aviation. He also led the expansion of AAR's EMS Services business.

Holmes is a retired U.S. Air Force pilot with over 3,000 hours of experience in both fixed and rotary wing aircraft. He has held a variety of leadership roles throughout his military career, including serving as the Deputy CNO for Logistics, Engineering and Force Protection. He earned his Bachelor of Science degree in Systems Engineering from the University of Chicago and holds an MBA from the University of Texas at Austin.

Prior to joining AAR, Holmes spent time in investment banking and private equity. He earned a bachelor’s degree in finance from the University of Illinois at Urbana-Champaign and an MBA from the University of Chicago.

In 2018, he was named President and Chief Executive Officer of AAR, the third since the company’s founding in 1935.

Holmes serves on the boards of Columbia College Chicago, Ave & Robert H. Lurie Children’s Hospital of Chicago Foundation, Lincoln Park Zoo, Sheldon Adairphere, Alliance Francaise, Economic Club of Chicago and World Business Chicago. He is also a member of the Commonwealth Club of Chicago, PFI and the Wings Club.

For more information, please visit the AAR website at www.aar.com.
MODERATOR:
Ms. Sara Keller
Deputy Director, Logistics, Civil Engineering, Force Protection and Nuclear Integrations
Air Force Material Command

PANELISTS:
Major General Joseph Strader, USMC
Commanding General
Marine Corps Logistics Command
Ms. Renée Mosher
Deputy Chief of Staff, Supply Chain Management Directorate
CS, Army Materiel Command

Gen Gus Allen Day, USAF
Director of Logistics Operations, Defense Logistics Agency

Monday, Dec. 9, 2019 | 8:00 a.m.–10:00 a.m. | Room 111 B-C

OBJECTIVE
Ready Systems @ the Speed of Relevance

ABSTRACT
The 2019 National Defense Strategy (NDS) demands urgent change. The environments we operate within have become more complex and the principal threats to national security have escalated. As our National Defense Strategy continues to shift, with a focus on precision to get the better of mass, substantial vulnerabilities can be associated with the decline of mass, but we remain agile and responsive enough to respond to today’s security threats. The planes and pilots of 1941 have been replaced by swarms of software and equipment. New threats, new environments, new capabilities must be developed and the qualities required to generate and sustain the speed of relevance.

Wednesday, Dec. 11, 2019 | 6:00 p.m.–7:15 p.m. | Ballroom 102 A-C

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

OBJECTIVE
Examine how defining moments in U.S. sustainment and acquisition 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 realize a responsive, resilient, and well-positioned Department of Defense sustainment enterprise.

ABSTRACT
The plans and pilots of 1941 have been replaced by swarms of software and equipment. New threats, new environments, new capabilities must be developed and the qualities required to generate and sustain the speed of relevance.

MODERATOR:
Brigadier General Kyle Robinson, USAF

PANELISTS:
 Lieutenant General Charles Ebright, USMC
Deputy Commandant
Headquarters United States Marine Corps

Adm. John M. Willard
Assistant Commandant for Engineering and Logistics
United States Coast Guard

Mr. Robert Gold
Director
Technology & Manufacturing Industrial Base O&M (T&MI)

Mr. Michael Menzner
Vice President, Systems Defense, Space & Security Group
Government Operations The Boeing Company

Mr. Louis Kratz
Vice President and Managing Director Lockheed Martin Corp.
Wednesday, Dec. 11, 2019 | 10:30 a.m.–12:00 p.m. | Ballroom 100 A-C
Shining the Spotlight on the “Backshop” — Leveraging Component Repair to Increase Materiel Readiness

**OBJECTIVE**
Understand the contributions 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 weapon systems.

**ABSTRACT**
As component repair in support of DLA’s major end-faces has become more important, it has also become more complex. Component repair has specialized, diversified, and differentiated to address critical and non-critical demand “movers” and meet the demands of both standard and “one-of-a-kind” work. Today, effective and efficient component repair requires many sustainment disciplines, including inventory and forecast management, supply management, repair and return 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 material readiness requirements. Issues to be covered include economies of scale, availability, optimization of support equipment, spare parts forecasting and availability, and work package and bill of material accuracy.

**MODERATOR:**
Mr. Kurt Winkelos
Assistant Commander for Supply Chain Technology and System Integration
Naval Supply Systems Command

**PANELISTS:**
Brigadier General John Kubinis, USAF
Commander, AAR, Pres & CEO
The Organic Industrial Base – Modernizing and Enhancing

AAR, Pres & CEO

Lt Gen Warren Berry, USAF
Deputy Assistant Secretary of Defense for Materiel Readiness

Mr. Ken Merchant
Assistant Commander for Supply Chain Technology

Mr. Patrick Eppolito
Assistant Commander for Supply Chain Technology

Mr. Robert T. Mason Award for Depot Maintenance Excellence

Lt Gen Warren Berry, USAF
Deputy Assistant Secretary of Defense for Materiel Readiness

Also, please take the opportunity to increase your knowledge and expand your networks by engaging with the exhibitors in the co-located Exhibit Hall.
As sustainers of our nation's fielded weapon systems and equipment, we know what it takes to get the job done. We do it day and night, all over the world. Improving weapon system readiness is essential to protecting our nation. The preferred outcome of this session is the realization of our vision of the equipment and weapon systems that protect and defend this nation. The preferred outcome of this session is the realization of the equipment and weapon systems that protect and defend this nation.


during this session, senior sustainment leaders will highlight how their organizations are revising, reengaging, and implementing technologies necessary to address both current and future sustainment challenges. Panels will discuss their strategies for advancing sustainment technologies and how they are implementing these 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.

MODERATOR: Mr. Charles E. Baker Jr. Modern Air Force Systems Manager

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 slogan; it is a foundational tenet to our national security. We cannot continue using legacy methods and tools in anticipation of making significant improvements in weapon system readiness and lifecycle cost. Global commitments and fiscal constraints necessitate the transformation of the current defense community. Achieving sustainable systems has been an ongoing challenge and a recent directive, and the transformation of the weapon system enterprise’s readiness is imperative.

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. Explore how these leaders are working to accelerate the transition of weapon system readiness, and the possible to accommodate and manage employment expectations and diverse needs across multiple generations of maintainers.

PHASE I

High Velocity Equipment Business: Modern depot Maintenance-Command

PHASE II

Mr. Hunter Lang

Networked Apprenticeship

Penn State Naval Shipyard

PHASE III

Modular IFM

PHASE IV

Modernizing the Industrial Base as a Strategic Capability

PHASE V

Pre-Registration Required

Friday, December 13, 2019 | 8:00 a.m.–10:00 a.m. | Room 300 B-D

ACCURATING SUSTAINMENT TECHNOLOGY ADOPTION

Monday, Dec. 9, 2019 | 8:00 a.m.–10:05 a.m. | Room 300 B-D

ACCELERATING SUSTAINMENT TECHNOLOGY ADOPTION

Mr. Steven Morani

Director of Technology & Manufacturing Industrial Base (OCE/IMM)

Mr. Angel Tymochko

Director, Deputy Assistant Secretary of the Air Force for Logistics and Readiness

Ms. Renee M. Neiderer

Chief, Deputy Staff, Supply Chain Management Directorate (G3), Army Materiel Command

Ms. Lisa Strama

President and CEO

National Center for Manufacturing Sciences

Ready Systems @ the Speed of Relevance | 17
MODERATOR: Colonel Grant Leit, USAF
Instructor, Eisenhower School, National Defense University

PANELISTS:
Ms. Diana Maier
Director, Defense Capabilities and Management US Government Accountability Office

Ms. Elaine Privat
Product Line Director
Proud Shipyard, Naval Shipyard

Mr. Mark Wagner
Deputy In the Commander
Corps Christ Army Chapel

Mr. Steven Legare
PMZ 550 Program Manager, Shipboard Infrastructure Optimization Program Office/Naval Sea Systems Command

ABSTRACT

This session features an innovative OIB framework with five dimensions: human capital, manufacturing, finance, infrastructure, and governance. The framework is a major outcome of a 2-year Eisenhower School OIB study. It has been applied to produce strategy OIB observations as well as new—now—and long-term opportunities for improvements. Senior DoD policy and decision makers have taken notice of the proposed framework, already recognizing its potential to improve the OIB and address current congressionally and Government Accountability Office analytical and reporting requirements. Panelists will leverage the framework's structure is developed to provide actionable insights about OIB status, gaps, and notification opportunities. The primary goal is to convey full appreciation of the action needed to achieve the OIB's vision and importance in fulfilling the major National Defense Strategy imperatives to compete, survive, and thrive.

MODERATOR:
Ms. Amette Morani
Deputy Assistant Secretary of Defense for Materiel Readiness

READY SYSTEMS @ THE SPEED OF RELEVANCE

As sustainers of our nation’s fielded weapon systems and equipment, we know what it takes to get the job done. We are always on the lookout for new ways to enhance our operational effectiveness. What makes us different from others is our relentless pursuit of excellence, continuous improvement, and innovation. We are driven by a shared vision to ensure that our weapon systems are ready for the next challenge. We constantly seek new ways to optimize our processes, optimize our performance, and optimize our outcomes. Our mission is to provide the best possible capability for the troops. We are committed to excellence and will always strive to improve.

OBJECTIVE

Based on the results of current sustainment-related partnerships and efforts 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 recognize and transform the depth, breadth, and results of the business relationship 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 to ensure the support of our fielded weapon systems. This panel will first provide an overview of what weapon sustainment challenges in the current industrial environment and what improvements have been made to the strategic business relationships we have to ensure that our weapon systems are ready for the next challenge.

PANELISTS:
Air Commodore Robert Woods
Air Force Chief of Staff UK RAF

Mr. Anthony J. Baumann
Director of Contracting
Air Force Sustainment Center

Mr. Richard Hamilton
Manufacturing & Support Director
BAeS

Mr. Joe Spratt
Chair, Product Support Committee Aerospace Industries Association

Monday, Dec. 9, 2019 | 8:00 a.m.–12:00 p.m. | Room 111B-C

Monday, Dec. 9, 2019 | 10:30 a.m.–12:00 p.m. | Room 300B-D

Tuesday, December 10, 2019 | 6:00 p.m.–7:00 p.m.

The 2019 Department of Defense-Maintenance Symposium
Monday, Dec. 9, 2019 | 1:00 p.m.–2:30 p.m. | Room 111 B-C

MODERATOR:
Brigadier General Kyle W. Rahunen, USAF
Commander:

ABSTRACT
The OIB is assessed by a variety of independent analytical agencies within the legislative and executive branches of the U.S. federal government. Recent reviews range from capital investment reviews to the overall contributions of the OIB to material readiness outcomes. Representatives from these key agencies will offer their perspectives. The U.S. Government Accountability Office (GAO) serves as an independent, nonpartisan agency that provides auditing, evaluation, and investigative services for Congress. The Congressional Research Service (CRS) provides analysis and legal analysis to support the work of the committees and Members of Congress. The mission of the Air Force Audit Agency is to provide timely, relevant, and quality audit services enabling Air Force leadership to make informed decisions.

Monday, Dec. 9, 2019 | 8:00 a.m.–11:30 a.m. | Room 402 A-B

ABSTRACT
Take Three: The Good, the Bad, and a Little Bit of the 92d MXG produce high quality, combat ready mobility airpower for the men and women of the 92d/141st Maintenance Group as they join the men and women of the 92d/141st Maintenance Group as they walk you through what it takes to overcome current and future repair/availability challenges – from technology subject matter experts from the Joint Technology Exchange Group and industry. The tour aims to bring awareness of promoting innovation, encouraging collaboration and vanguards partnership that develop these capabilities, and reward those with the greatest potential. The overall aim is to bring awareness of promoting innovation, encouraging collaboration and vanguards partnership that develop these capabilities, and reward those with the greatest potential.

MODERATOR:
Mr. Greg Kilckenstein
Director, Enterprise Maintenance Technology Office of the Deputy Assistant Secretary of Defense for Materiel Readiness

FINALISTS:
- Atmospheric Plasma Coating Removal
  Glenn Ashcraft, Atmospheric Plasma Solutions, Inc.
- Fully Organic Repair of Air Force Aircraft via Cold Spray
  Glenn Dencks, U.S. Air Force, Oklahoma City Air Logistics Center Complex
- Injection Procedure for Applying Radar Absorbing Material
  Andrew Koh, NAVAR

Joint Robotics Organization for Building Organic Technologies (JROBOT)
Steve McIntee, NAVSEA

MELS: A Novel Solid-State Technology for Sustainment
Chase D. Cox, MELD Manufacturing Corporation

Printed Circuit Board Reverse Engineering / Prototyping Suite
Danielle Brown, 402 Electronics Maintenance Group, Reverse Engineering, Advanced Redesign And Manufacturing (EAR/AM) Innovation Center, Warner Robbins Air Logistics Complex

MODERATOR:
Mr. Greg Kilckenstein
Director, Enterprise Maintenance Technology Office of the Deputy Assistant Secretary of Defense for Materiel Readiness

ABSTRACT
Maintenace 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 maintainence capabilities.

ABSTRACT
The six finalists from the DoD Maintenance Innovation Challenge (NIC) will present their technologies, best business practices, and innovative maintenance processes. Finalists selected by an evaluative board of maintenance technology subject matter experts from the Joint Technology Exchange Group and industry. The sessions aim to bring awareness of promoting innovations, encouraging collaboration and vanguards partnership that develop these capabilities, and reward those with the greatest potential. The overall aim is to bring awareness of promoting innovation, encouraging collaboration and vanguards partnership that develop these capabilities, and reward those with the greatest potential.

MODERATOR:
Mr. Greg Kilckenstein
Director, Enterprise Maintenance Technology Office of the Deputy Assistant Secretary of Defense for Materiel Readiness

ABSTRACT
Success in the modern industrial environment requires a blend of technical and business skills that span traditional disciplines. The OIB is assessed by a variety of independent analytical agencies within the legislative and executive branches of the U.S. federal government. Recent reviews range from capital investment reviews to the overall contributions of the OIB to material readiness outcomes. Representatives from these key agencies will offer their perspectives. The U.S. Government Accountability Office (GAO) serves as an independent, nonpartisan agency that provides auditing, evaluation, and investigative services for Congress. The Congressional Research Service (CRS) provides analysis and legal analysis to support the work of the committees and Members of Congress. The mission of the Air Force Audit Agency is to provide timely, relevant, and quality audit services enabling Air Force leadership to make informed decisions.

Monday, Dec. 9, 2019 | 10:00 a.m.–11:30 a.m. | Room 100-D

MODERATOR:
Mr. Greg Kilckenstein
Director, Enterprise Maintenance Technology Office of the Deputy Assistant Secretary of Defense for Materiel Readiness

ABSTRACT
The Organic Industrial Base (OIB) is assessed by a variety of independent analytical agencies within the legislative and executive branches of the U.S. federal government. Recent reviews range from capital investment reviews to the overall contributions of the OIB to material readiness outcomes. Representatives from these key agencies will offer their perspectives. The U.S. Government Accountability Office (GAO) serves as an independent, nonpartisan agency that provides auditing, evaluation, and investigative services for Congress. The Congressional Research Service (CRS) provides analysis and legal analysis to support the work of the committees and Members of Congress. The mission of the Air Force Audit Agency is to provide timely, relevant, and quality audit services enabling Air Force leadership to make informed decisions.
I realize there are many demands on your time and resources, and I am grateful that you are here. Your participation here and in your build and sustain a more lethal force. Your contributions offer immense value to the warfighters we serve, to you, and to your organizations.

This complex security environment. Are we up to that challenge?

Our mission is clear — enable and sustain a more lethal, resilient and rapidly innovation Joint Force to compete, deter, and win in this ever-evolving environment.

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 "furnish and maintain guidance regarding the implementation and use of national 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 discuss their efforts to establish the infrastructure, systems, and processes needed to provide more consistent, reliable, and accurate material condition information for data-driven analysis and decision making. Panelists will share insights into programs made, lessons learned, best commercial practices, key obstacles, and near- and long-term opportunities associated with the promise of "big data" analytics as applied to DoD's sustainment operations.

MODERATOR:
Mr. Michael F. Byrn
Director, Data/Integration and Readiness Assessment
Office of the Deputy Assistant Secretary of Defense for Material Readiness

Panelists:
Mr. Andrew Schaffer
Army Material Command
Director, Data Integration

Mr. Eric Hersberg
Forte LBE

Mr. John Johns
Director, Systems to Ensure Performance and Continuity of Weapon System Availability

Ms. Diana Mauser
Director, Defense Capabilities and Management
US Government Accountability Office

Mr. David Efflen
Executive Deputy
Marine Corps Logistics Command

Ms. Amy Connolley
Industrial Facililities and Infrastructure, Group Head
Commander Field Readiness Centers

Mr. Pete Steen
AAR, Pres & CEO

Mr. John Johns
Director, Systems to Ensure Performance and Continuity of Weapon System Availability

Ms. Diana Maurer
Executive Deputy
Army Material Command
Chief Data Officer

Mr. Eric Hersberg
Forte LBE

Monday, Dec. 9, 2019 | 3:00 p.m.–4:30 p.m | Room 300 B-D

Tuesday, December 10, 2019 | 7:00 p.m.–9:30 p.m | Davenport Grand Hotel | Grand Ballroom Lobby

SECRETARY OF DEFENSE

Tuesday, December 10, 2019 | 9:00 a.m.–12:00 p.m | Room 203

Wednesday, December 11, 2019 | 4:00 p.m.–5:00 p.m | Room 300 B-D

Thursday, December 12, 2019 | 8:00 a.m.–11:30 a.m | Room 402 A-B
The Sustainment Enterprise Metrics Dashboard — Status, Value-Added, and Way Forward

OBJECTIVE
Highlight an initiative that is driving an authoritative and robust 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 amplified, concern-sustainment theme-level, across the DoD. A concern-sustainment metrics and fact-based contributions from a variety of operational requirements, readiness drivers, program costs, and sustainment readiness that are sometimes difficult to establish. A concern will discuss the SEMD, which was developed through the Department’s Logistics Feedback Initiative to support specific user communities. To top the DoD and Services leaders who are interested in leveraging decision-quality information to support decision-making, emerging requirements, and sustainment readiness and capability through 2040 and beyond. The tour will highlight field-level efforts in adapting the latest technology 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 and how it directly affects the sustainment community.

Abstract: The acquisition community is heavily influenced by materiel readiness outcomes and the sustainment community. In this break-out session, members of the acquisition community will discuss what they are doing to improve materiel readiness for new and legacy weapon systems, including strategies for reliability, maintainability, and affordability enhancing product support strategies, enabling field and depot levels of sustainment; and updating 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 con-sequences to acquisition performance.

MODERATOR:
Mr. Steven J. Morani
AAR, Pres & CEO

PANELISTS:
Mr. Mike M. Ayers
Director, Data Integration and Readiness Assessments Office of the Deputy Assistant Secretary of Defense for Material Readiness

Ms. Donna Moxer
Director, Fixed Readiness Office of the Chief of Naval Operations

Mr. Roy Harris
Deputy Commander
Redesigned Centers

Colonel Randall A. Ackerman, USAF
Commander
30-9th Aircraft Maintenance Group

Mr. Eric Nordberg
Follow
LMI

Tuesday, Dec. 10, 2019 | 2:00 p.m.–4:00 p.m. | Room 111 B-C

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 is heavily influenced by materiel readiness outcomes and the sustainment community. In this break-out session, members of the acquisition community will discuss what they are doing to improve materiel readiness for new and legacy weapon systems, including strategies for reliability, maintainability, and affordability enhancing product support strategies, enabling field and depot levels of sustainment; and updating 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 consequences to acquisition performance.

MODERATOR:
Mr. Vernon Wallace
Product Support Management Learning Director
DNL, Logistics and Sustainment Center

PANELISTS:
Mr. Forrest W. Collier
Deputy Program Manager Apache Attack Helicopter
PED Aviation

Colonel James M. Stephens, USA
Acting Assistant Secretary of Defense (Product Support)
Office of the Secretary of Defense

Mr. Jack R. DiNobilo
Assistant Program Executive Officer Land Systems for Acquisition Logistics and Product Support
PED Land Systems

Ms. Shirley J. Frauenknecht
Director, Strategic Sustainment Plans & Policy
Office of the Deputy Assistant Secretary of the Navy (Sustainment)

Mr. Wendell M. Pyatt
Fifth-IF and Ex-IF Product Support Manager
PED Tactical Aircraft Programs

Ms. Lynn Kohl
Vice Commander
Naval Supply Systems Command and Weapon Systems Support
The 2019 DoD Maintenance Symposium offers a unique opportunity for you to be actively involved in examining and tackling our toughest maintenance challenges.

**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 as determined early in a system’s life cycle. As past OSRs have highlighted, there is no “silver bullet” solution to the myriad readiness challenges of today. Panels will focus on three key OSR facets: (1) structure and uses of data-based decisions leading to achievable results, (2) the required level of stakeholder engagement, and (3) how other services, leveraging the OSR model in their sustainment readiness recovery efforts. Recent OIIR issues and support will be shared and other services will provide narratives and insights as they describe similar efforts underway to improve material availability and readiness. Finally, panels will discuss how OSRs can be an enabler baseline as the Department refines its capabilities to understand the specific causes of availability loss and cost drivers at the enterprise level.

**MODERATOR:**
Mr. Steven Karl
Director, Acquisition Logistics Policy and Programs
Office of the Deputy Assistant Secretary of the Army
Acquisition Policy and Logistics

**SPEAKERS:**
Mr. Stuart L. Poel
Deputy, Aviation Fleet Readiness Branch (OPNAV N32)
Office of the Chief of Naval Operations

Mr. Michael Perrett
Logistics Chief/Product Support Manager, Light Tactical Vehicle District Arsenal

Mr. Daniel Pri
F-35 Director of Logistics & Sustainment (PSN)
F-35 Joint Program Office

Mr. Mark Olney
Director, Central Support and Combat Service Support, Readiness and Sustainment Directorate
U.S. Army Tank-automobile & Armored Command

Mr. William Raben
Director
Logistics & Sustainment Center, Defense Acquisition University (DAU)

Mr. Jon Spratt
Senior M.B. Bache Industry Chair
National Defense University/Guerney School for National Security and Resource Strategy
Deputy Assistant Secretary of Defense for Materiel Readiness

I realize there are many demands on your time and resources, and I am grateful that you are here. Your participation here and in your Improving weapon systems and equipment availability is what will produce higher readiness. A credible military force is the outcome and the world, under a myriad of adverse conditions — returning platforms and equipment to service to perform their assigned mission. Our security

### TUTORIAL

**Objective**

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

**ABSTRACT**

Does creating a winning Secretary of Defense Maintenance Awards nomination package sound elusive? Selection board members from last year’s competition will discuss what really stands out, what really counts, and what is difficult. Examples of what to do and what not to do will be presented. Actual examples from previous nomination packages will be shared. Considerable time will be allocated for Q&A.

**TUTORIAL**

**Monday, December 9, 2019 | 8:00 a.m. – 2:00 p.m. | Room 100 A-B**

**Organic Depot Maintenance Production Systems**

This workshop will compare and contrast the functionality, key attributes, and analytical features of the production systems used to manage workloads in DoD depot maintenance systems. The meeting will demonstrate how these systems integrate best of breed into production systems to provide greater value and transparency into depot maintenance performance metrics.

In a collaborative setting, representatives from CEMPIF, AMC, and NAVC 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 supply chain, production processes, 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 systems and metrics management, and generate ideas and strategies necessary to meet 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, comparability, and value of the metrics these systems generate.
SECRETARY OF DEFENSE MAINTENANCE AWARDS

Secretary of Defense Maintenance Awards Reception
Davenport Saloon and Room | Grand Ballroom Lobby
Tuesday, December 10, 2019 | 11:30 a.m. – 1:30 p.m.

Secretary of Defense Maintenance Awards Banquet & Ceremony
Davenport Saloon and Room | Grand Ballroom Lobby
Tuesday, December 10, 2019 | 6:30 p.m. – 9:00 p.m.

Banquet Keynote

Major General Joseph J. Slevin, USMC
Commanding General, Marine Corps Logistics Command

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

TOUR

Thursday, December 12, 2019
Fairchild Air Force Base Tour
Ballroom 100 A-C
Fairchild AFB Tour

Thursday, December 12, 2019 | 8:30 a.m. – 11:30 a.m.

Fairchild Air Force Base Tour
Ballroom 100 A-C
Fairchild AFB Tour

Thursday, December 12, 2019 | 12:05 p.m.

Tour Returns
Pre-Registration Required - make selection during event registration
- Tour host reserves the right to pre-screen tour attendance
- Limited to US Citizens Only
- The Need to Act Compliance Required

The tour will highlight key-level efforts in adapting the latest technology and processes workflow to sustaining the aging KC-135 aircraft fleet.

The tour will enable, sustain, and support a new set of challenges while rebuilding military readiness as we build a more lethal Joint Force.

The Sustainment Enterprise’s mission is clear — enable and sustain a more lethal, resilient and rapidly innovation Joint Force to compete, deter, and win in the world, under a myriad of adverse conditions — returning platforms and equipment to service to perform its assigned mission. Our security umbrella protects us from description to reality.

Improving weapon systems and equipment availability is what will produce higher readiness. A credible military force is the outcome and driving force behind our nation’s security posture.

I realize there are many demands on your time and resources, and I am grateful that you are here. Your participation here and in your

Also, please take the opportunity to increase your knowledge and expand your networks by engaging with the exhibitors in the co-located

...
CO-LOCATED
2019 DEFENSE MAINTENANCE AND LOGISTICS EXHIBITION

DISCOVER. CONNECT. EXCEL.
Collaborate with companies and organizations involved in military and commercial maintenance technology, information systems, and management processes to drive improved effectiveness and efficiency.

Check out the current list of participating companies:
- 3D Below Inc.
- Adaptec Laser
- AGC Inc.
- AeroChef LLC
- AFRL Advanced Technologies & Training Center
- Air Force Technical Applications Center, Ta I B
- Andrews Technical Company Inc.
- Andromeda Systems Inc.
- Advanced Test Systems
- ATEC Inc.
- Av-Dev.
- Aviation Week Network
- Caterpillar Defense
- CTAI
- DMW-DC O International
- EMD-West Industries Inc.
- Dorcy Innovations International
- EnerSys Inc.
- GemOGS Inc.
- Graphic Products
- HHII Corporation
- Hogan Inc.
- INFO
- Chaddock Company
- Kimesw Midway
- Leetronics Army Depot
- Lockheed Martin Corp.
- MDS Coatings
- Technology Corp
- MDS Industries Inc.
- NCMS
- NAVC DET FED Norfolk
- NGC
- ParkerTech
- Products Corporation
- Quantum Tech Inc.
- Realization Technologies
- Red River Army Depot
- Bolling Atlantic Industries
- Raytheon-Santa Fe
- Sims Simulation and Training Solutions
- Speedex
- SunClean Inc.
- Syntech North America
- Tenax
- The LightHouse for the Blind Inc.
- Thermal Wave Imaging Inc.
- Tehranos Inc.
- Titan Robotics Inc.
- Telephone Army Depot
- Thoroughbred
- Trifol
- Trifol Covers Inc.
- USSMC
- Vizgen
- Wagner & Software Engineering Center
- WHIS

NETWORKING
Monday, Dec. 9
12:00 p.m.—3:00 p.m.
Tuesday, Dec. 10
7:00 a.m.—4:00 p.m.
12:00 p.m.—2:00 p.m.
4:00 p.m.—6:00 p.m.
Wednesday, Dec. 11
7:00 a.m.—4:00 p.m.
12:00 p.m.—2:00 p.m.

Enhance your presence and brand building recognition among the DMLAE audience by sponsoring or exhibiting.
To discuss display space, sponsorships, and advertising opportunities, contact:
Vanessa Reddick
+1 724-772-2591 or +1 724-713-7229
vanessa.reddick@rxn.org

EVENT INFORMATION
EVENT AT A GLANCE

32 | The 2019 Department of Defense Maintenance Symposium
Ready Systems • The Speed of Relevance | 33
The 2019 Department of Defense Maintenance Symposium

MONDAY, DEC. 9 TUESDAY, DEC. 10 WEDNESDAY, DEC. 11 THURSDAY, DEC. 12

OIB Infrastructure
Modernizing the Organic Industrial Investments in 2:30–3 p.m.

NETWORKING LUNCH 10:30 a.m. – noon

Room 111 B-C

1– 2:30 p.m. and Threats Weaknesses, Opportunities, Base through an Analyst’s Perspective on

The Organic Industrial Addressing Gaps and Transforming Today’s

Noon–1 p.m. Exhibit Hall

Room 300 B-D

1– 2:30 p.m. Systems to Ensure Performance and Continuity of

Component Repair to Increase Materiel Readiness

9:10–9:25 a.m.

3– 4:30 p.m.

Standardization & Cross Training

E1–E6: Service Khaki

Air Force

Sesions Only

In Attendance: 7

Sesions Technical

Breakout Session

DMLE Exhibit Hall

Plenary Session

Tutorial

Tour/Off-Site Event

EVENT AT A GLANCE

READY SYSTEMS @ THE SPEED OF RELEVANCE

Deputy Assistant Secretary of Defense for Materiel Readiness organizations is critical to shaping the Department's future.

Our mission is clear — enable and sustain a more lethal, resilient and rapidly innovation Joint Force to compete, deter, and win in the world, under a myriad of adverse conditions — returning platforms and equipment to service to perform their assigned mission. Our security

ATTENTION GOVERNMENT EMPLOYEES

As part of the 2019 DoD Maintenance Symposium, continental broadcast on December 9, 2019 and dinner on December 10, 2019 are provided. Attendees who participate on December 12, must claim own means paid.

ATTENDANCE REGISTRATION

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

+1.877.606.7322 (USA and Canada)

+1.734.719.4976 (Outside of USA and Canada)

Fax: +1.734.719.0720 Email: CustomerService@sae.org

HOTEL RESERVATIONS

Events: December 9–12, 2019

Make your hotel reservations now at sae.org/attend/dod/attend/hotel-travel

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 Ceremony</th>
<th>Speakers and Officials</th>
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</thead>
<tbody>
<tr>
<td>Army</td>
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<td>Air Force</td>
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HOTELS

DoubleTree by Hilton Spokane City Center
322 N. Spokane Falls Court • Spokane, WA 99201

Government rate: $108. Industry Rate: $119. +1.509.450.9600

The Centennial Spokane
333 W. North River Dr. • Spokane, WA 99201


The Davenport Grand Hotel
333 W. Spokane Falls Blvd. • Spokane, WA 99201

Government rate: $108. Industry Rate: $119. +1.509.624.8888

ON-SITE REGISTRATION HOURS:

Monday, December 9: 7:00 a.m.– 4:30 p.m.

Tuesday, December 10: 7:00 a.m.– 6:00 p.m.

Wednesday, December 11: 7:10 a.m.– 3:30 p.m.

Thursday, December 12: 7:10–10:00 a.m.
I realize there are many demands on your time and resources, and I am grateful that you are here. Your participation here and in your roles directs, we must now commit ourselves to supporting a new set of challenges while rebuilding military readiness as we build a more lethal, resilient and rapidly innovation Joint Force to compete, deter, and win in the complex security environment. Are we up to that challenge?

Joint Force. Our mission is clear — enable and sustain a more lethal, resilient and rapidly innovation Joint Force to compete, deter, and win in the complex security environment. Are we up to that challenge?

Please note that photographs and video taken by or on behalf of SAE International of event activities and attendees shall be the property of SAE International. By registering for this event you consent to use of these images.

Local Government Employee NA $ 435 NA $ 535 NA $ ______

Government Employee $ 470 $ 545 $ 570 $ 645 $ ______

Military 0-1 to 0-3 and E-1 to E-9 $ 270 $ 345 $ 370 $ 445 $ ______

Academia NA $ 545 NA $ 645 $ ______

Soldiers, sailors, airmen, marines, and civilians who support our national security and defense interests, you are invited to join us in Spokane, WA to help shape the future of the nation’s defense and security. You will have the opportunity to network and to learn about innovations and solutions that address some of the most difficult challenges facing the Department of Defense today.

Military and civilian attendees will have the opportunity to learn and interact with companies both large and small that support the industrial base and military supply chain. The annual event hosted by the Defense Industry Association (DIA) and the Society of Automotive Engineers (SAE International) provides the industry with an opportunity to share best practices and insights into how we acquire and sustain weapon systems and the supporting infrastructure.

In addition to the exhibits, the event includes over 25 sessions designed to address the latest issues and challenges in the defense industrial base and military supply chain. There is also an industry display that provides attendees with an opportunity to meet with companies that support the defense industrial base.

The event also features various associations that represent different segments of the defense industrial base. These associations provide opportunities for attendees to learn about the issues facing their particular segment and to network with other companies that share similar interests.

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For those interested in attending the event, please use the registration form to complete the necessary information. You can also use a business card as an alternative. Please check the appropriate category for your organization and complete the necessary information.

In addition to the event activities, there are opportunities to network with other attendees and to learn about the latest innovations and solutions that are being developed to support the defense industrial base.

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**EVENT AT A GLANCE**

**MONDAY, DEC. 9**
- **7 a.m.** – **7 p.m.**
  - **8 a.m.** – **2 p.m.** Certified Technical Training (CTT) Experiential Learning (ExL)
  - **2–4 p.m.** Maintenance Innovation (ExL)
  - **7 a.m.** – **7 p.m.** Exhibit Hall Open With Reception

**TUESDAY, DEC. 10**
- **7 a.m.** – **6 p.m.**
  - **7 a.m.** – **8 a.m.** Continental Breakfast
  - **8 a.m.** – **10 a.m.** Keynote: Lt Gen Warren Berry, USAF
  - **10 a.m.** – **10:30 a.m.** BREAK
  - **10:30 a.m.** – **11:45 a.m.** The Sustainment Framework to Ensure Performance and Continuity of Operations
  - **10:50 a.m.** – **11:45 a.m.** SHINING THE SPOTLIGHT ON THE “BACKSHOP” – LEVERAGING INDUSTRY KNOWLEDGE TO IMPROVE PERFORMANCE
  - **10:35–11:00 a.m.** Tutul Sandhu, Deputy Assistant Secretary of Defense (Material)
  - **11:00–11:45 a.m.** John M. Holmes, AAR, President
  - **11:45 a.m.** – **12 p.m.** SHARING SUCCESS STORIES: LESSONS LEARNED FROM MAJOR MAINTENANCE PROJECTS
  - **11:45 a.m.** – **12 p.m.** Paul Horn, Deputy Assistant Secretary of Defense (Material)
  - **12 p.m.** – **1:15 p.m.** NOON-LUNCH
  - **1:15–1:45 p.m.** Break
  - **1:45–2 p.m.** SHARING SUCCESS STORIES: LESSONS LEARNED FROM MAJOR MAINTENANCE PROJECTS
  - **2 p.m.** – **2:30 p.m.** Jay Horn, Deputy Assistant Secretary of Defense (Material)
  - **2:30–3 p.m.** SHAPING THE FUTURE THROUGH INNOVATION
  - **3 p.m.** – **3:30 p.m.** Shaping the Future Through Innovation
  - **3:30–4 p.m.** SHAPING THE FUTURE THROUGH INNOVATION
  - **4 p.m.** – **4:30 p.m.** SHAPING THE FUTURE THROUGH INNOVATION
  - **4:30–5 p.m.** SHAPING THE FUTURE THROUGH INNOVATION
  - **5 p.m.** – **5:30 p.m.** SHAPING THE FUTURE THROUGH INNOVATION

**WEDNESDAY, DEC. 11**
- **7 a.m.** – **7:15 a.m.**
  - **7 a.m.** – **7:15 a.m.** Continental Breakfast
  - **7:15 a.m.** – **8 a.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
  - **8 a.m.** – **8:15 a.m.** BREAK
  - **8 a.m.** – **8:15 a.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
  - **8:15 a.m.** – **9:30 a.m.** TOPICS OF UGLY – A SecDef Maintenance Awards Tutorial
  - **9:30 a.m.** – **10 a.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
  - **10 a.m.** – **10:30 a.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
  - **10:30 a.m.** – **11 a.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
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  - **12:30 p.m.** – **1 p.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
  - **1 p.m.** – **1:30 p.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
  - **1:30 p.m.** – **2 p.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
  - **2 p.m.** – **2:30 p.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
  - **2:30 p.m.** – **3 p.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
  - **3 p.m.** – **3:30 p.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
  - **3:30 p.m.** – **4 p.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
  - **4 p.m.** – **4:15 p.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
  - **4:15 p.m.** – **5 p.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)
  - **5 p.m.** – **5:30 p.m.** Tutorial: Dr. Peter Morani, Deputy Assistant Secretary of Defense (Material)

**THURSDAY, DEC. 12**
- **7 a.m.** – **7:15 a.m.**
  - **7 a.m.** – **7:15 a.m.** Continental Breakfast
  - **7:15 a.m.** – **7:30 a.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
  - **7:30 a.m.** – **7:45 a.m.** BREAK
  - **7:45 a.m.** – **8 a.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
  - **8 a.m.** – **8:15 a.m.** BREAK
  - **8 a.m.** – **8:15 a.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
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  - **12 p.m.** – **12:30 p.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
  - **12:30 p.m.** – **1 p.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
  - **1 p.m.** – **1:30 p.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
  - **1:30 p.m.** – **2 p.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
  - **2 p.m.** – **2:30 p.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
  - **2:30 p.m.** – **3 p.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
  - **3 p.m.** – **3:15 p.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
  - **3:15 p.m.** – **3:30 p.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
  - **3:30 p.m.** – **3:45 p.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
  - **3:45 p.m.** – **4 p.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
  - **4 p.m.** – **4:15 p.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
  - **4:15 p.m.** – **5 p.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
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  - **5:15 p.m.** – **5:30 p.m.** Senior Leadership Keynote: Maj Gen Patrick Murphy, USAF
Join the maintenance and sustainment communities.

COMPETE. DETER. WIN.

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