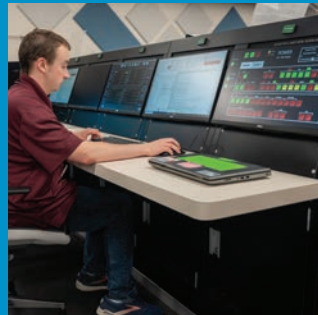
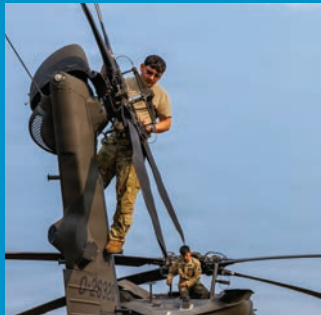


PRELIMINARY PROGRAM

DEPARTMENT OF WAR MAINTENANCE SYMPOSIUM

DELIVERING COMBAT POWER: MAINTAINING AND SUSTAINING THE ARSENAL OF FREEDOM

DECEMBER 8-11, 2026 | FORT LAUDERDALE, FLORIDA
BROWARD COUNTY CONVENTION CENTER



DoW Approved



SAE.ORG/DOW



It is my distinct pleasure to invite you to attend the 2026 DoW Maintenance Symposium. Your presence and active participation are essential to advancing the Department's national security priorities during this crucial period in history. I push my staff hard every day to unlock the full potential of the sustainment enterprise, but we cannot do it alone. Moving the needle on weapon system readiness is a team sport, and we genuinely depend upon your ideas and perspectives to stretch the bounds of what is within the realm of possible.

The 2026 National Defense Strategy prioritized revitalizing military readiness and supercharging the defense industrial base. We crafted this year's theme of Delivering Combat Power: Maintaining and Sustaining the Arsenal of Freedom to align with this call to action from the Secretary of War. The Symposium serves as the crucible for maintenance and logistics community leaders to collaborate and develop executable, action-oriented solutions. A cross-section of military, government, commercial industry, and international partners will vigorously examine how sustainment operations underpin homeland defense, strategic deterrence, and preservation of peace through strength.

The technical program speaks directly to maintenance and logistics professionals of all ranks and specialties. Hard-hitting keynote speakers, relevant plenary panels, and compelling breakout sessions are sure to resonate with all attendees. There will be many other opportunities for you to participate and network across more than 20 associated meetings or one of the unique local tours. The co-located Maintenance and Logistics Exhibition is packed with solution providers, and it includes a revitalized Maintenance Yard where activities will display real problems with actual military equipment as they seek concrete solutions. You can also expect the return of the ever-popular Maintenance Innovation Challenge and the annual Secretary of War Maintenance Awards Banquet and Ceremony.

This is an amazing time to be part of the Department of War. America is putting the finishing touches on celebrating 250 years of freedom, but more work remains before passing the torch to the next generations. Every day the sustainment community encounters new challenges to overcome and opportunities to make a difference abound. The 2026 Maintenance Symposium is quickly approaching, and you can only influence change if you are present in the room where decisions are made. I encourage you to register today and I look forward to seeing you this December in Fort Lauderdale.



Deputy Assistant Secretary of War
for Materiel Readiness



AMERICA'S ARSENAL OF FREEDOM 250 YEARS STRONG



RESTORE REVITALIZE SUPERCHARGE

General Dwight D. Eisenhower was astutely aware that the military industrial complex must unequivocally harness essential warfighting materiel before engaging in combat operations. To focus his staff on the sustainment of fielded forces, General Eisenhower reminded them “You won’t find it difficult to prove that battles, campaigns, and even wars have been won or lost primarily because of logistics.”

The 2026 National Defense Strategy categorically identified the military’s core, irreplaceable role as fighting, winning, and deterring wars during one of the most dangerous security environments in the nation’s history. The Department of War is laser-focused on restoring peace through strength and a robust defense industrial base is foundational to rebuilding America’s military as the most formidable fighting force in history. Underpinning the resurgence of America’s military is a bold, once-in-a-century defense industrial base revitalization. A supercharged defense industry will provide the military strength necessary to securely develop, field, sustain, resupply, and transport the weapon systems and equipment for warfighters to dominate across all spectrums of conflict.

The Maintenance Symposium brings together influential maintenance and sustainment leaders who can be the architects of change to thoroughly, rapidly, and comprehensively execute the National Defense Strategy mandates. Every year the Symposium opens its doors to attendees from all ranks and specialties of the Military Services, government professionals, industry partners, international allies and partners, and academia. The Symposium offers unprecedented opportunities to reach across the table and find common ground with other stakeholders struggling to overcome similar sustainment challenges and the development of lifelong networks.

WHO ATTENDS

- Military and civilian maintainers from each Military Service, allies, and partner nations
- Organic industrial base artisans, supervisors, and managers
- Original equipment manufacturers of weapon systems and equipment
- Commercial maintenance, repair, and overhaul executives and employees
- Vendors for tools, equipment, and sustainment materials
- Headquarters staff from the Military Services, Joint Chiefs of Staff, DLA, OSW, and other agencies
- Government and private sector program, lifecycle, and product support managers
- Research, development, and engineering specialists
- Production, process, and information system professionals
- Software developers and cyber security experts
- Academia from National Defense University and Warfighting Acquisition University
- Congressional professional staff members, GAO, and DoW IG



SUSTAIN TRANSFORM DETER

America's military finds itself firmly planted on a wartime footing as the nation continues celebrating its 250th birthday. The freedom and liberties that loudly ring throughout this big, beautiful country have been hard earned by America's brave sons and daughters over the past two and a half centuries. It is often quoted that freedom is never more than one generation away from extinction, and it cannot be taken for granted. Therefore, the Department of War is seeking a historic once in a generation defense budget to ensure America's warriors will always have the best weapons and equipment available. There are no guarantees future budgets will rise to the same level, so each dollar must be selectively committed to the most lethal weapon systems and cost effective sustainment infrastructure necessary to revitalize the defense industrial base.

The Maintenance Symposium serves as the only official Department of War event conducted by the Office of the Secretary of War that is entirely focused on the maintenance of weapon systems and equipment. As in years past, there is no shortage of sustainment challenges for experts from across government, military, industry, academia, allies, and partner nations to address. The 2026 Symposium's theme of Delivering Combat Power: Maintaining and Sustaining the Arsenal of Freedom directly aligns with the Secretary's call to action. Keynote speakers and panel members will uncover the facts and ask tough questions about rapidly accelerating cutting-edge military technology, sustaining military forces on high alert to secure peace through strength, reviving the industrial base, and maintaining global deterrence.

Plenary sessions will explore how program acquisition executives deliver combat power faster, where co-sustainment opportunities with industry can fulfill warfighter requirements at the pace of need, and a Senior Logistician Roundtable will discuss strategic readiness challenges. Breakout sessions will dive deeper into topics such as deployable and intermediate maintenance, artificial intelligence and supply chain resilience, acquisition transformation, munitions production and availability, organic and commercial industrial base capabilities, the joint logistics enterprise, and much more. This year more than 20 associated meetings are scheduled including the annual Software Summit, corrosion forums, and Military Service specific working groups. The Maintenance Innovation Challenge returns along with a more robust Maintenance Yard exposing complex problems. The annual Secretary of War Maintenance Awards Banquet will celebrate and recognize the greatest maintenance units in America's military. Possibilities to influence change and meet somebody new abound, so no matter what sessions you participate in or which activities you join, the Symposium always guarantees the greatest networking opportunities of a lifetime.

The 2026 DoW Maintenance Symposium and co-located Maintenance and Logistics Exhibition will be held at the Broward County Convention Center, in Fort Lauderdale, Florida. The location features the near-by, pristine Atlantic coastline and offers beautiful year-round weather, fresh seafood, and iconic cruise ports. With a modern convention center featuring a newly constructed facility, this slice of paradise will provide the perfect setting for the 2026 Symposium.



Plenary Sessions

Tuesday, December 8, 2026, 10:30 a.m. – 12:00 p.m.
Room: Atlantic AB

Portfolio Acquisition Executives – Delivering Combat Power Faster

OBJECTIVE

Expose the transformative authorities and pivotal roles Portfolio Acquisition Executives (PAE) have been granted under the new Warfighting Acquisition System to deliver combat-effective capabilities at the speed of relevance. Relate how PAEs leverage comprehensive delegated authorities spanning acquisition, budget, sustainment, contracting, and engineering to urgently field systems, optimize kill chains, and accept calculated risk. Provide insight into how PAEs shape the technology and industrial ecosystem, mandate Modular Open System Architectures (MOSA), and aggressively push decision rights down to the point of execution.

ABSTRACT

To quote an old saying, is it just rearranging deck chairs on the Titanic? Hardly! The Department of War (DoW) has immersed itself in a wartime footing that must aggressively outpace adversaries, modernize systems, and increase industrial production capacity. Central to this transformation is the newly defined PAE, acting as the single accountable official within the Warfighting Acquisition System. The Department's PAEs are charged with cultivating a warrior ethos across the workforce that focuses on shifting away from visceral compliance standards to prioritizing the delivery of capabilities with speed, flexibility, and rigor.

To achieve this, PAEs have been granted an unprecedented minimum threshold of delegated authorities. These include milestone decision authority, portfolio funding flexibility to reallocate resources fluidly, final technical and engineering authority to manage technical baselines, and decentralized civilian direct hire authority. Furthermore, PAEs now serve as the authorizing official for cybersecurity and hold final approval over product support strategies to proactively embed lifecycle readiness into early acquisition phases. By pushing authority to the lowest practical level, PAEs are encouraged to make prudent, data-driven trades across schedule, performance, and cost accepting "good enough" solutions over delayed perfection.

A senior panel of PAEs will discuss the impacts of this radical empowerment throughout the broader industrial ecosystem for the rapid fielding of novel weapon systems and scaling sustainment capabilities. They will highlight the advantages of going directly to suppliers, enforcing MOSA to break vendor lock, and negotiating with non-traditional partners. Panelists will also address the cultural shift of maintaining absolute accountability through real-time portfolio scorecards in lieu of legacy reporting, and how they utilize DoW headquarters as a "bulldozer" to continuously dismantle institutional friction points and policy constraints.

Wednesday, December 9, 2026, 8:30 – 10:00 a.m.
Room: Atlantic AB

Senior Logistician Roundtable: Delivering Readiness for Warfighter Dominance at the Tactical Edge

OBJECTIVE

Analyze how the Joint Force can fundamentally transform logistics to deliver uninterrupted material readiness to distributed forces in highly contested, multi-domain environments. Evaluate strategies for transitioning from industrial-age supply models to resilient "sense-and-respond" networks by focusing on surviving contested supply lines, leveraging predictive sustainment technologies, and empowering tactical units through forward-deployed maintenance capabilities.

ABSTRACT

In the next high-end conflict, logistics will be the pacing function of combat operations. Peer adversaries possess the ability to target supply lines from the homeland to the tactical edge, creating highly contested multi-domain logistics environments. For the Joint Force to project power, survive, and win, warfighter sustainment must be fundamentally transformed at the point of need. The strategic imperative is to deliver uninterrupted materiel readiness for distributed forces, ensuring American warfighters never face a fair fight or an empty supply depot at the tactical edge. A roundtable comprised of the Department's most senior logisticians responsible for Title 10 sustainment will examine the shift from industrial-age, "just-in-time" supply models to resilient, "sense-and-respond" logistics networks.

Panelists will discuss long-term sustainment models from their unique Military Service's vantage point. Future maintenance constructs may look drastically different as the Joint Force evolves into a menacing environment of contested and threatened multi-domain logistics. Supply chains need to be re-architected for distributed operations and employ networks of smaller, dispersed, and temporary locations. The application of predictive sustainment and decision advantages which leverage artificial intelligence, enterprise data, and condition-based maintenance can anticipate component failures and position supplies before tactical units request them. Additionally, maintainers at the tactical edge using advanced manufacturing techniques such as 3D printing and cyber-secure digital parts libraries, can push the capabilities of the organic industrial base forward and enable production of critical repair parts at the point of need. Couple these concepts with the proliferation of inexpensive and disposable drones and the question becomes, have large, centralized physical infrastructures outlived their relevance and become too vulnerable in an era of modern long-range adversary threats?

Wednesday, December 9, 2026, 10:30 a.m. – 12:00 p.m.
Room: Atlantic AB

Answering the Call to Supercharge the U.S. Defense Industrial Base

OBJECTIVE

Exchange ideas for commercial industry partners to answer the government's mandate to act faster and place themselves on a similar wartime footing as the Military Services. Outline strategies for how traditional prime contractors and new startup companies can adapt and respond to an accelerated demand signal for a revitalized defense industrial base.

ABSTRACT

The Secretary of War clearly stated in no uncertain terms that he expects a sweeping revitalization of the defense industrial base. To meet the 2026 National Defense Strategy objectives, this revitalization requires overhauling bureaucratic acquisition processes, expanding domestic manufacturing, and securing American supply chains. Commercial industry partners must deliver weapon systems and sustainment capabilities at unprecedented levels of speed, volume, and growth to remain relevant. The holistic partnership between government and commercial industry must strive to shrink delivery timelines through acquisition reform, infuse massive financial investments in facilities, create thousands of skilled jobs, and enact workforce development programs for apprenticeships and technical education. But who is willing to shoulder the risks of an industry that has historically whiplashed from economic volatility and geopolitical uncertainty?

The Office of Industrial Base Policy will host this distinct panel comprised of commercial industry partners as they navigate a discussion on meeting the Secretary's call to action. Companies representing both traditional primes and new startups will address what is truly in the realm of possible. A sampling of topics panelists can be expected to touch upon include public-private partnerships, barriers to entry, co-sustainment and co-production, technical data and right to repair, intellectual property, drones and robotics, software sustainment, and the list goes on. Ever present in the conversations will be the stark realities and boundaries of fiscal solvency, private capital, shareholder interests, and long-term demand signals. Be sure to participate in this session to gain better appreciation of the risks and rewards facing corporate America as the Department attempts to supercharge the U.S. Defense industrial base.

Breakout Sessions

Tuesday, December 8, 2026, 1:30 – 3:00 p.m.

Room: Atlantic C

Weapon Systems Software Summit Kickoff: Organic Capabilities Enterprise

OBJECTIVE

Establish the strategic baseline for the Weapon Systems Software Summit by dissecting how the organic software community must navigate policy, technology, and culture to secure a decisive edge in software-defined warfare. Bridge high-level strategy with the hands-on thematic tracks that define the Weapon Systems Software Summit.

ABSTRACT

In modern conflict, software is not merely an auxiliary component of a weapon system; software is the weapon system. As global adversaries rapidly field asymmetric capabilities, the Department of War's (DoW) strategic advantage hinges on an ability to out-code, out-secure, and out-pace the threat. To ensure warfighter supremacy, the Department must pivot from traditional procurement timelines to a continuous, rapid-delivery cycle of battle-ready code.

The DoW entrusts the organic software community with this critical mandate: sustain, secure, and revolutionize the nation's military systems. To achieve this, the community is rewriting obsolete policies, standardizing toolsets, and pioneering novel acquisition pathways. In this opening panel, a group of distinguished software leaders and technical pioneers will debate the hard realities of modernization. They will share real-world victories and dissect the friction points of securing and scaling weapon systems software.

As the kickoff to the Weapon Systems Software Summit, this panel delivers an essential preview of the core disciplines shaping the next generation of defense software. Panel members will set the foundation for deeper discussions about applied artificial intelligence, autonomous systems, and emerging technologies; DevSecOps, software factories, and rapid delivery; cybersecurity, Zero Trust, and software assurance; digital engineering, digital twins, threads, and model-based systems engineering; data, cloud, and enterprise architecture; acquisition policy, technical management, and workforce culture. This session is the compass for the rest of the Software Summit experience. Join the conversation to engage with the leaders, tools, and strategies that are transforming the DoW into a software-first enterprise.

Tuesday, December 8, 2026, 1:30 – 3:00 p.m.

Room: Atlantic D

Disrupting Adversary Decision Calculus through Logistics Intelligence Fusion

OBJECTIVE

Explore opportunities to leverage intelligence in support of future logistics operations at the tactical edge. Establish a partnership between the sustainment and intelligence communities to enhance maintenance and logistics battlefield survivability.

ABSTRACT

In a high-intensity, peer-level confrontation, logistics is no longer a backend support function; it is a contested operational domain and a primary target. To preserve combat power and maintain the initiative, the Department of War (DoW) must move beyond legacy sustainment models and adopt a fully threat-informed approach. This session examines how threat information augments the survivability of logistics and sustainment operations.

Rather than presenting static, highly vulnerable logistics footprints, the DoW can employ advanced capabilities, tactics, techniques, and procedures (TTP) to circumvent an adversary's knowledge and capabilities. Panelists will discuss a wide range of topics, including novel capabilities, new TTPs, deception tactics, and opportunities to disrupt an adversary's decision calculus. Ultimately, this session will outline how intelligence fusion with logistics can secure the warfighter's lifeline in the most contested environments.

Tuesday, December 8, 2026, 1:30 – 3:00 p.m.

Room: Sandpiper A

The Readiness Offensive: Proactive Strategies for the Joint Force

OBJECTIVE

Provide a forum for the Military Services to discuss their unique and innovative efforts to improve materiel readiness. Foster a collaborative environment where Military Services can share best practices, align initiatives, and identify opportunities to integrate efforts across the enterprise.

ABSTRACT

The Department of War is implementing a fundamental shift in its approach to materiel readiness. For decades, the Department addressed sustainment challenges with fractured, reactionary measures, resulting in accrued logistics debt and persistent readiness shortfalls. The Major Weapon Systems and Critical Munitions Readiness Campaign Plan marks a fundamental shift in the Department of War's approach to materiel readiness. It transitions weapon system readiness efforts from fractured, reactive measures to a synchronized, enterprise-wide strategy. Aligned with the 2026 National Defense Strategy, the plan addresses historical logistics debt and industrial base fragilities by employing a "combined arms" approach across four strategic priorities: maximizing materiel availability, building resilient supply chains, optimizing lifecycle costs, and driving future modernization.

This panel of thought leaders representing the Military Services and the commercial sector will dive into their unique approaches to move the needle on weapon system readiness rates. Discussions will address theories on root causes of systemic readiness gaps, reasonable courses of action to create durable changes, and how to implement proven frameworks across Service lines. Panelists will explore solutions that address shared challenges in maintenance, supply chain resilience, and lifecycle cost optimization, contributing directly to a more ready and lethal force.

Tuesday, December 8, 2026, 3:30 – 5:00 p.m.

Room: Atlantic C

Reflections from Previous DoW Leaders – Looking Back to Look Ahead

OBJECTIVE

Assemble previous Assistant Secretaries and Deputy Assistant Secretaries of War from the Sustainment community to reflect upon historical policy decisions and business practices. Glean perspectives and insights into how sustainment strategies and principles have adapted and continue to adapt since their transition to other government or industry positions.

ABSTRACT:

It is very cliché to profess, "If I only knew then what I know now." The reality is that decisions are made in the moment based on the policies, knowledge, experience, and resources available at the time. This assumption also considers that militaries must go to war with the weapons and sustainment systems they have now, not the ones they wish they could have. But what if we used the wisdom of hindsight to teach us something about the future?

Do not miss this unique opportunity to hear ruminations of previous Assistant Secretaries and Deputy Assistant Secretaries about what strategies worked well and why others fell short. Their specific duty titles may have changed over the years, but the fundamental mission remained rock solid: provide warfighters with the maintenance and logistics support necessary to decisively win the nation's wars. In this no holds barred session, there is sure to be lively debate about which decisions appeared apropos at the time but did not deliver the materiel readiness the warfighter needs.

More compelling than reciting stories about the good old days, these leaders will use their "wisdom of time" to foretell the secrets to unlocking future possibilities for the organic and commercial industrial base. Acknowledging there are some enduring maintenance truths that have not changed, but what lessons can they share for a new generation of maintainers facing an unprecedented contested operational environment? What will enable today's maintainers to perform better with smaller footprints, more distributed operations, and more diversity of skillsets? Some panel members are a few more years removed from their positions than others, but all of them can offer unconstrained, interesting, and maybe even a little entertaining, perspectives which should help prevent history from repeating itself.

Breakout Sessions

Tuesday, December 8, 2026, 3:30 – 5:00 p.m.

Room: Atlantic D

DLA's Modernized Approach to Reducing Readiness Gaps

OBJECTIVE

Examine the Defense Logistics Agency's (DLA) approach of harnessing data analytics and artificial intelligence (AI) to improve forecasting, optimize inventory, and reduce readiness gaps. Discuss opportunities for building a more resilient supply chain by mitigating disruptions, diversifying suppliers, and optimizing the strategic placement of material to ensure rapid delivery.

ABSTRACT

DLA is spearheading a multi-faceted approach to enhance warfighter readiness through modernization. Key initiatives include harnessing data analytics, AI, and machine learning to enable precise supply chain forecasting, thereby reducing equipment downtime and readiness gaps. To counter geopolitical challenges, DLA is implementing a robust supply chain security strategy focused on resilience, supplier diversification, and the strategic geographic positioning of material to accelerate delivery to the point of need. Another key innovation is the integration of Advanced Manufacturing (AdvM) to produce on-demand parts, effectively addressing issues of obsolescence and increasing the speed of sustainment.

This session explores the transformative impact of the initiatives that DLA is undertaking and the results on warfighter sustainment. Panel members will elaborate on the supply chain security strategy and provide examples of data analytics and AI improving readiness for the Military Services. They will also discuss DLA's progress integrating AdvM to resolve parts obsolescence and significantly improve the speed of delivery for mission-critical components.

Tuesday, December 8, 2026, 3:30 – 5:00 p.m.

Room: Sandpiper A

Maintenance Innovation Challenge

OBJECTIVE

Raise awareness across the DoW sustainment community to promising technologies and innovative processes that bring to light untapped opportunities to positively impact DoW maintenance and sustainment. Present the final five annual DoW Maintenance Innovation Challenge (MIC) submittals.

ABSTRACT

The importance of sustainment innovation development and adoption is increasingly relevant as the Department strives to improve materiel availability. The MIC endeavors to highlight a few of the most promising solutions to increase materiel readiness across field-level activities, the organic industrial base, and defense industrial base.

This session showcases five MIC finalists as they present their technologies, best business practices, and innovative maintenance processes. The selection process includes evaluations by subject matter experts from the Joint Technology Exchange Group and the MIC winner is selected by DoW senior leadership. Each finalist will be given 15 minutes to introduce and explain their promising innovations and approaches. After the presentations, MIC session attendees will cast their ballots to select the "People's Choice Award," which will be recognized along with the winner of the MIC competition at the conclusion of the session.

Wednesday, December 9, 2026, 1:30 – 3:00 p.m.

Room: Atlantic C

Revolutionizing Defense Investment – Where Capital Connects to Capability

OBJECTIVE

Continue conversations from the Defense Industrial Base Accelerator conducted by Industrial Base Policy in August 2026. Gather defense industrial base requirements owners, solution providers, and investment leaders in one room to unify efforts and fulfill investment shortfalls.

ABSTRACT

Among the most exorbitant challenges facing the military industrial complex is for commercial industry and the Military Services to unleash the untapped potential of the myriads of available solution providers. Many companies possess the skill and technology to fulfill current logistics requirements and long-term modernization but lack capital to deliver at scale. Countless new startup companies want to answer the call but often feel crushed by the formidable capabilities and affluent capital of traditional prime contractors. However, the towering barriers to entry no longer need to be the concern. The inaugural Defense Industrial Base Accelerator (DIBX) conducted in August 2026, secured the market entry investments these companies need to gain a seat at the table.

DIBX cleared the path for unrivaled access and collaboration directly with Department of War (DoW) acquisition leaders, program managers, and private capital investors who are actively looking to fund and forge the future of national security. DIBX 2026 showcased priorities and unlocked unprecedented insight into the immediate needs and acquisition strategies of the DoW, Interagency, and international partners. This DIBX follow-up session continues the conversations that began in August. Attendees will learn about results of the pitch competition that presented same-day-awards worth 25 million dollars of immediate capital plus success stories from the Solutions Proving Ground where government and industry shared their toughest sustainment and readiness bottlenecks. This session takes the next steps forward to make immediate, lasting impacts on the defense industrial base. Open the door and step forward to this opportunity to connect with the people that can scale your technology, secure funding, or solve your company's enigma.

Wednesday, December 9, 2026, 1:30 – 3:00 p.m.

Room: Atlantic D

Reviving Deployable and Intermediate Maintenance

OBJECTIVE

Convene cross-service logistics, engineering, and sustainment experts to discuss the strategic advantages of re-establishing a robust three level maintenance construct. Investigate how the Department of War could modernize and reintroduce deployable and intermediate level activities.

ABSTRACT

The United States Armed Forces face an accelerating readiness deficit driven by decades of divestment in forward and intermediate maintenance capabilities. Current sustainment postures rely excessively on retrograde organic industrial base support located in the continental United States. These installations lack sufficient flexibility and surge capacity to support down range distributed operations expected during major theater warfare. This shortfall is severely compounded by a critical engineering bottleneck as non-mission capable assets sit idle while maintainers await program-level dispositions for non-standard repairs.

The central question this panel will focus on is how much of an appetite exists for bolstering intermediate and deployable maintenance capabilities across the Military Services. Having the convenience of taking days or weeks to transport, troubleshoot, and repair weapon systems and components is a relic of the past. The dynamic battlespace of modern warfare requires the ability to make downrange repairs while deployed in theater. Furthermore, forward deployed maintainers can only generate combat power under severe time constraints when paired with empowered engineering authorities. This thought-provoking dialogue aims to provide a cross-functional blueprint for building a resilient, forward leaning sustainment enterprise. Experts will draw upon the historical successes of Army Sustainment Command and the U.S. Navy's Shore Intermediate Maintenance Activity frameworks.

Breakout Sessions

Wednesday, December 9, 2026, 1:30 – 3:00 p.m.

Room: Sandpiper A

Supply Chain Risk Management: Illumination to Action

OBJECTIVE

Explore the processes established to operationalize Executive Order (EO) 14415, Critical Supply Chain Mapping and Illumination. Provide an open forum for stakeholder feedback and inquiries about the Supply Chain Risk Management Integration Center (SCRM-IC) enterprise data frameworks.

ABSTRACT

To guarantee weapon system readiness in today's contested logistics environments, the DoW must shift from reactive, siloed supply chain management to a unified, proactive enterprise approach. In direct alignment with EO 14415 and the Acquisition Transformation Strategy, the Department is enforcing continuous, multi-tier supply chain illumination to map critical components from raw materials through end-use products. During this session, key leaders will present ongoing efforts to centralize supply chain intelligence and enforce EO 14415 compliance across the defense ecosystem. Designed for both industry and government stakeholders, this session highlights the deployment of standardized bill of materials traceability and the integration of commercial and government data into the DoW's Federated Data Layer. These initiatives ensure prime and subcontractors proactively screen for financial, foreign ownership, control, or influence; and manufacturing risks, which provide real-time intelligence needed to prevent costly bottlenecks and production delays.

The DoW workforce should be empowered to leverage the SCRM-IC's enterprise data frameworks to achieve deep-tier supply chain visibility, mitigate single points of failure, and maximize the operational readiness of weapon systems. By uniting warfighters, government experts, academia, and industry partners under a common operating picture, the SCRM-IC aims to resolve supply chain vulnerabilities before they impact the flight line or depot. Attendees will gain actionable insights on how to operationalize this intelligence, share data on failure trends, and execute corrective mitigation plans to keep fleets resilient and mission capable.

Wednesday, December 9, 2026, 3:30 – 5:00 p.m.

Room: Atlantic C

Advanced Manufacturing: Panacea...or the Wild, Wild West?

OBJECTIVE

Explore the Department's current status of advanced manufacturing implementation and adoption, and determine if there is one single government entity ensuring optimization of capabilities and costs. Contrast how industry decision makers differ from the government when selecting capital equipment.

ABSTRACT

After many years of tinkering, how can you tell the difference between an incredible leap in technology for adding surface material or snake oil products? Furthermore, consider that the number one item on your 10-year old's birthday wish list is a 3D printer. At times it appears as if the introduction and implementation of advanced manufacturing capabilities across the Department of War resembles the Wild, Wild West. As such, is the Office of the Secretary of War effectively taking the lead in synchronizing Department-wide actions to optimize the technology and ensure duplicity is minimized?

Subject matter experts from government and industry will debate how unified the Department's advanced manufacturing programs are, how does government advanced manufacturing compare to the commercial sector, and what policy changes are required. Pockets of advanced manufacturing repair capability creep up in nearly every maintenance echelon, but what limits or controls should be in place? Panelists will discuss existing governance structures, cross-Service standardization, and how much influence the engineering community truly exerts. Discussions will also identify whether there should be deployable equipment size restrictions, engineering approval constraints, and how closely the Department should push the capabilities near or into operational units. This topic is bound to have a few bushwhackers, so put on your spurs, wrangle up your posse, and mosey on into the advanced manufacturing shootout.

Wednesday, December 9, 2026, 3:30 - 5:00 p.m.

Room: Atlantic D

Invisible Logistics, Visible Consequences: How Data Determines Victory

OBJECTIVE

Debate critical data-engineering, cyber, and contractual execution bottlenecks that emerge when rapid fielding of advanced, modernized weapon systems outpaces the development and integration of their supporting digital sustainment architectures. Establish a collaborative roadmap unifying stakeholders to ensure next-generation platforms remain lethal, maintainable, and survivable.

ABSTRACT

The U.S. military is modernizing at an unprecedented rate, fielding highly sophisticated, sensor-dense, and software-defined weapon systems to maintain strategic deterrence. Yet, as the Joint Force prepares for a contested, protracted conflict, a critical vulnerability emerged: weapon system modernization far outpaced digital sustainment integration. While next-generation platforms deploy in record time, their supply chains and maintenance frameworks remain anchored to legacy databases, siloed Military Service registries, and manual processes. If the data pipelines remain invisible and unintegrated, the consequences will be highly visible resulting in degraded readiness, stalled joint maneuvers, and a rapid depletion of combat power at the tactical edge. Resolving this friction requires a coordinated, multi-disciplinary effort across four critical pillars: the Chief Digital and Artificial Intelligence Office, the cyber community, Joint Force logistics, and defense industrial base partners.

This session will confront the harsh data-engineering realities of sustaining modernized forces under fire. Leaders and technical experts will engage in a blunt, friction-focused debate on how to operationalize emerging data technologies. Panelists will tackle the hard realities of data ownership, zero-trust security domains, and edge survivability. The session focusses on concrete, data-centric solutions examining the deployment of Sustainment Data portfolio's core platforms. Time for admiring the problem is over and this session establishes the collaborative data baselines required to sustain the Arsenal of Freedom.

Breakout Sessions

Wednesday, December 9, 2026, 3:30 – 5:00 p.m

Room: Sandpiper A

Empowering and Developing the Civilian Talent Pool: Manning the Arsenal of Freedom

OBJECTIVE

Highlight current Department of War (DoW) initiatives to modernize civilian skill sets and close technical proficiency gaps. Examine the Department's reliance on the Federal Wage System (FWS) and organic industrial base (OIB) artisans to maintain operational readiness.

ABSTRACT

As the DoW undergoes rapid transformation to meet emerging global threats, the demand for extreme efficiency in maintenance and sustainment requires a highly trained, agile, and adaptable civilian workforce. This session focuses on critical workforce development initiatives essential for keeping pace with Departmental changes. Panelists will explore strategic investments in civilian talent, including targeted upskilling programs, cross-functional training, and modern leadership development pathways. By highlighting actionable strategies for continuous learning and career progression, the session demonstrates how developing civilian maintainers, logisticians, and support personnel directly translate to streamlined workflows and enhanced operational readiness. Additionally, this discussion explores both the persistent and emergent human capital challenges threatening the FWS and Wage Grade workforce. As the DoW modernizes its OIB, it faces systemic friction from working capital fund structures and market forces that jeopardize the acquisition, retention and development of skilled trades, requiring immediate attention. The discussion highlights the enterprise need to adopt a multi-domain approach to workforce development by implementing strategic reforms.

Ultimately, securing the Arsenal of Freedom requires an institutional culture that recognizes maintainers and logisticians as an essential component and an extension of the weapon system itself. By prioritizing a highly adaptable workforce, the Department ensures its sustainment infrastructure remains as lethal and resilient as the warfighters it supports.

Thursday, December 10, 2026, 8:30 – 10:00 a.m.

Room: Atlantic C

Stockpile to Striking Power

OBJECTIVE

Convene leading experts from across Military Services, industry, and academia to synchronize Department of War efforts in munitions lifecycle management. Together, stakeholders will establish an integrated framework for proactive sustainment, maintenance, depot repair, and capability modernization to ensure existing Joint stockpile delivers immediate, decisive striking power and sustained global dominance.

ABSTRACT

To maintain decisive global dominance and guarantee the operational edge in any theater, advanced weapon systems must be paired with ready and capable munitions. Today, war stocks of critical munitions remain at historically low levels, driven by intense operational tempo in current conflicts, fulfilling international defense commitments, and years of routine peacetime purchasing. While industrial output ramps up, true readiness lies in an ability to sustain, repair, and upgrade what the military already possesses.

Moving beyond the factory production line, this session focuses on the fastest, most vital lever for delivering combat power: the munition maintenance and sustainment enterprise. Subject matter experts and operational leaders will examine high-level initiatives to extend stockpile service life, accelerate depot throughput, and integrate capability upgrades into existing inventory. By breaking down Military Service-specific logistics silos and leveraging data-driven maintenance, stakeholders will work toward shared visibility and coordinated stockpile management across the Joint Force. Attendees will gain valuable insights and forge the cross-functional partnerships necessary to help revitalize existing munitions, ensuring the inventory remains reliable, responsive, and ready to provide an enduring battlefield advantage.

Thursday, December 10, 2026, 8:30 – 10:00 a.m.

Room: Atlantic D

Exploiting Advances in Technologies and Capabilities for Sustainment.

OBJECTIVE

Debate technology execution bottlenecks ranging from intellectual property constraints to disconnected edge operations. Discuss how bottlenecks prevent scaling the emerging technologies (artificial intelligence (AI), advanced manufacturing, digital engineering) across the tactical-to-strategic sustainment enterprise. Establish hard technology baselines required to survive and win a protracted conflict.

ABSTRACT

The Department of War spent years agreeing that artificial intelligence, advanced manufacturing, and digital engineering are critical to the future fight. Yet, as the Department prepares for a contested, protracted conflict, the sustainment enterprise remains bogged down by the same systemic hurdles: intellectual property disputes halt forward repair, cyber-security policies choke tactical cloud adoption, and allied forces lack data interoperability. The time for admiring the problem is over.

Sustaining lethality in a peer-adversary fight requires moving past pilot programs and confronting the friction of execution. If the network is degraded, how does a forward-deployed unit leverage AI-driven predictive maintenance without cloud reach-back? If a critical component breaks at the tactical edge, does the unit have the legal right and technical data package to 3D print it, or are they sidelined by vendor lock-in?

This panel will engage in a blunt, friction-focused debate. Leaders from the tactical echelons, the organic industrial base, and industry disruptors will clash over what it actually takes to operationalize emerging technology. Panelists will tackle the hard realities of data ownership, edge survivability, and the bureaucratic risk-tolerance required to transition these technologies from laboratory novelties into scaled, combat-tested sustainment capabilities.

Thursday, December 10, 2026, 8:30 – 10:00 a.m.

Room: Sandpiper A

Integrating Allies and Partners for Co-Sustainment

OBJECTIVE

Discuss aspects of operationalizing the Regional Sustainment Framework (RSF) to prevail in contested logistics, enhance readiness, and strengthen regional partnerships. Explore how to integrate allied and partner industrial capabilities into weapon system product support to optimize readiness and ensure mission success in peacetime and conflict.

ABSTRACT

Strategic competition exposes primary operational risks of contested and congested supply chains and the tyranny of distance. A high-velocity, resilient, globally integrated sustainment network is critical to mitigating these risks. Drawing on the Integrating Allies and Partners for Co-Sustainment Senior Leader Tabletop Exercise that examined policy and authorities for maintenance, repair, and overhaul with key Indo-Pacific allies and partners, this panel will translate senior leader insights into actionable changes to U.S. and allied sustainment practices. A panel comprised of senior logisticians, defense leaders, allies and partners, and industry stakeholders will unite and drive the strategic shift from a continental U.S. based centric sustainment model to an integrated, regional approach that regenerates readiness at the point and speed of need.

The RSF provides a structured methodology to shift from a reactive, transactional model to a best-value approach that prioritizes speed, flexibility, and resilience. This panel will explore strategies for implementing RSF across the Pacific, European, Central, and Southern Commands. Panelists will analyze lessons from RSF "Pathway" projects and the senior leader tabletop exercise on how to establish a co-sustainment network, mitigate policy and regulatory barriers to the movement and sharing of repair parts, and enable rapid repair of platforms in non-home-nation locations. They will also address barriers such as technical data access, institutional resistance, and disparate contracting processes to build a well postured and ready force. These sustainment leaders will address the critical questions of how to scale initial successes, dismantle institutional barriers, redefine "best value," and leverage technology to forge a truly integrated global sustainment enterprise.

Breakout Sessions

Thursday, December 10, 2026, 10:30 a.m. – 12:00 p.m.

Room: Atlantic C

State of Sustainment and Readiness Challenges in the Maritime, Air, and Ground Domains

OBJECTIVE

Highlight persistent sustainment and readiness challenges identified by the Government Accountability Office (GAO) across air, sea, and ground domains. Discuss strategies for addressing these challenges and enhancing readiness. Assess extent to which GAO recommendations are prioritized, funded, and implemented by the Military Services.

ABSTRACT

Nearly 25 years of continuous military training and deployments, deferred maintenance, and slow-moving modernization efforts left the Department with persistent and systemic challenges to sustain key weapon systems. To operate freely at sea, attain and maintain air superiority, and maneuver large ground formations to seize and hold terrain, the Navy, Air Force, and Army are expected to maintain large portions of their forces at a high degree of mission readiness. GAO's work over the past 18 months brought to light how the Military Services struggle to ensure forces are operationally available and mission capable as needed, even in a period of unprecedented defense spending. Addressing these challenges requires difficult decisions on how to meet existing operational demands while effectively deterring peer competitors and modernizing the force.

The GAO is an independent legislative branch agency and provides Congress and federal agencies with objective, non-partisan, fact-based information to help save money and work more efficiently. Its work brought attention to persistent sustainment challenges affecting readiness across the sea, air, and ground domains. GAO made over 100 recommendations to help improve readiness across each domain, but how graciously are they received by the Military Services? GAO can make recommendations to the Joint Forces all day long, but it is all in vain if they are not fully embraced and prioritized above the financial cut lines.

Panelists will highlight key sustainment and readiness challenges which have been documented and presented to the Department. They will then describe how implementing GAO's recommendations can help the Military Services achieve operational availability and mission capable requirements. If the Department is truly focusing on readiness, efficiency, and security then it must also be transparent and accountable about its decisions regarding GAO recommendations.

Thursday, December 10, 2026, 10:30 a.m. – 12:00 p.m.

Room: Atlantic D

Revitalizing the Organic Industrial Base – Balancing Statutory and Urgency Requirements

OBJECTIVE

Highlight the critical role program managers (PM) and product support managers (PSM) play in revitalizing the organic industrial base (OIB) by maximizing its utilization across all sustainment requirements. Relate how PSMs navigate the Depot Source of Repair (DSOR) assignment process and balance Title 10 statutory requirements with the urgency to establish organic depot capabilities early in the weapon system life cycle.

ABSTRACT

Are the organic depots fully primed to sustain the next major conflict? They must be. The Department of War (DoW) is aggressively posturing for high-end contested logistics, necessitating a robust, modernized, and responsive OIB. As co-equals, PMs and PSMs are the vanguards of this revitalization and mandated to utilize the OIB to the maximum extent possible, regardless of whether a specific workload is defined as a core logistics capability. This mindset shift prioritizes long-term strategic depth, sovereign sustainment readiness, and facility modernization over short-term production requirements, often satisfied through commercial convenience.

Title 10 statutes provide guardrails steering the industrial base revitalization process. DoW instructions further assign strict management control responsibilities over the DSOR assignment determination process. PSMs work within these bounds to determine optimum depot support with a clear directive to establish organic capabilities as early as appropriate. However, execution often meets friction when a PSM identifies an OIB depot to perform critical work through the DSOR process, but the location does not accept the workload due to capacity, infrastructure, or workforce constraints. In these instances, the PSM must act as an honest broker, ensuring the depot is integrated early in life cycle planning and that its limitations are clearly communicated to all stakeholders. This prevents a dynamic where decisions are dictated to the depot without a shared understanding of its constraints.

A panel of sustainment leaders, PMs, PSMs, and OIB commanders will confront the practical realities of executing DSOR assignments. Panelists will share hard-won success stories of establishing organic repair capabilities early in the acquisition cycle, while candidly addressing the operational fallout when OIB facilities lack capacity to accept designated workloads. This session will provide actionable, data-driven strategies to bridge the gap between statutory compliance and actual depot floor capacity, ensuring the nation maintains the sovereign capability to repair, sustain, and rapidly regenerate combat power.

Thursday, December 10, 2026, 10:30 a.m. – 12:00 p.m.

Room: Sandpiper A

Joint Logistics Enterprise

OBJECTIVE

Identify infrastructure modernization requirements for the Joint Logistics Enterprise (JLEnt) to maintain a competitive advantage against emerging global threats. Discuss advanced technologies, predictive analytics, and secure information systems which can be leveraged for improved data-driven decision-making. Unify coordination across sustainment, maintenance, asset management, and supply systems to enable greater end-to-end visibility and accountability.

ABSTRACT

JLEnt serves as a critical global network designed to project and sustain military power worldwide. By seamlessly integrating the Office of the Secretary of War, Military Services, combatant commands, defense agencies, and commercial industry partners, the enterprise delivers rapid, flexible, and comprehensive logistics support directly to Joint Force commanders. This unified approach ensures heightened operational readiness, particularly when navigating the strategic challenges of contested logistics and complex, decentralized operating environments across the globe.

A panel of experts will discuss the synchronized JLEnt framework that unifies vital capability areas, including sustainment, maintenance, asset management, and supply systems. They will provide anecdotes on how deep integration provides commanders and planners with end-to-end visibility and strict accountability, fostering seamless coordination across the entire logistics network. Ultimately, panelists will explore what improvements are required to better inform decision-makers with the operational clarity and agility required to maintain robust, resilient supply chains and ensure sustained mission success.



Associated Meetings

Monday, December 7, 2026, 8:00 a.m. – 12:00 p.m.
Room: 160A

DoW Corrosion Forum

OBJECTIVE

Discuss the Department of War's (DoW) future vision of Corrosion Prevention and Control (CPC), examine the roles and responsibilities of offices and organizations engaged in this effort, and provide participants an understanding of how they can contribute to this endeavor.

ABSTRACT

The Corrosion Technical Interchange Meeting will highlight the broad enterprise ecosystem responsible for addressing the \$20B annual acquisition and sustainment impact of corrosion.

Speakers from across DoW, the Military Services, research labs, and industry partners will explain how corrosion issues are identified and communicated in order to set priorities and decide upon courses of action. Additionally, panelists will address funding determinations, transitioning solutions to the user community, and capturing best practices and lessons learned to support enterprise learning.

The session will also examine past investment decisions that shaped current capabilities. Furthermore, it will explore future investment opportunities needed to modernize CPC, strengthen sustainment planning, and improve readiness and availability across the Department. Specific areas of interest include technology, workforce development, and updated and modernized policies including specifications and standards.

These discussions will provide a clear view of the interconnected processes, stakeholders, and decision pathways that are driving improved CPC throughout the enterprise.

Monday, December 7, 2026, 1:00 – 5:00 p.m.
Room: 160A

Condition-Based Maintenance Plus Forum

OBJECTIVE

Discuss DoW's future vision of Condition-Based Maintenance Plus (CBM+), review ongoing joint opportunities, and analyze past and future investment initiatives. Build upon past successes of CBM+ programs from across the Military Services and defense industry.

ABSTRACT

CBM+ is the premier DoW initiative to improve reliability, maintainability, and operational availability of weapon systems. CBM+ encompasses the use of enabling technologies to better understand weapon system performance and improve the repair processes. CBM+ enablers improve the ability to predict failures, forecast requirements, troubleshoot and repair systems, utilize advanced sustainment practices, and provide maintenance training in an augmented reality environment.

CBM+ leverages technology to efficiently bring the parts, processes, and people together. CBM+ capabilities enable the performance of the highest integrity of maintenance, at the right time, in the right location, with the right parts focused on reducing waste. With a foundation grounded in reliability-centered maintenance, CBM+ delivers the opportunity to increase weapon system availability and ensure operators are ready to perform their missions when required.

Continuous advancements in artificial intelligence and the digital domain enabled the development of dashboards and predictive maintenance tools that were previously inconceivable. Organizations across the Department crafted applications which tap into on-platform data streams, off-load and aggregate the data, create enterprise views, and improve analytics. These innovative applications shifted away from reactive maintenance plans based on time and usage, to a more predictive environment of preemptive actions based on data and evidence of need.

This forum will provide an opportunity for candid dialogue and networking will significantly contribute to helping others build on the past successes and learnings garnered from executing effective condition-based maintenance programs.

Monday-Thursday, December 7-10, 2026, 8:00 a.m. – 5:00 p.m.
Rooms: 150AB, 150C, 151A, 151B

USMC Cross Commodity

OBJECTIVE

Conduct the United States Marine Corps Cross Commodity Working Group meetings with the intent of incorporating potential innovations, best practices, and improved processes to support the operational forces.

ABSTRACT

Marines and civilians from various levels in HQMC, Systems Command, Logistics Command, supporting organizations, formal learning centers, and the operating forces will represent Engineering, Motor Transport, Ground Electronics Maintenance, Ground Ordnance, and Maintenance Management Military Occupational Specialties. A group of subject matter experts from each commodity will come together for these brainstorming sessions to collectively discuss enterprise issues and find solutions to resolve specific challenges.

The meetings will feature presenters from the Program Offices, Occupational Field Managers and Specialist, along with industry's "Best in Practice" representatives providing demonstrations and updates pertinent to maintaining the Marine Corps Ground Combat Equipment. The working group will gather collectivity for a kickoff meeting, then disperse into separate commodities.

Tuesday, December 8, 2026, 2:00 – 4:00 p.m.
Room: 160B

Automatic Test Systems Management Board Forum

OBJECTIVE

Discuss the Department of War's (DoW) future vision for Automatic Test Systems (ATS). Examine the roles and responsibilities of the offices and organizations engaged in this effort and provide participants with an understanding of how they can contribute to modernizing the DoW's ATS enterprise.

ABSTRACT:

The ATS Management Board forum will highlight the broad enterprise ecosystem responsible for addressing the design, acquisition, and sustainment of ATS across the DoW. Speakers and representatives from the DoW ATS Executive Directorate, the Military Services, and Joint Service Integrated Product Teams will explain how ATS strategies are developed and communicated to set priorities and decide upon courses of action. Panelists will address joint strategies for optimizing ATS investments, advancing technology, and creating interoperability to enhance materiel readiness.

The session will examine key DoW ATS goals, including reducing total ownership costs, minimizing the proliferation of unique test systems, and decreasing the logistics footprint. Furthermore, it will explore future investment opportunities needed to modernize ATS and strengthen sustainment planning. Specific areas of interest include promoting open systems architecture, improving diagnostics and fault isolation, and aligning cybersecurity initiatives.

These discussions will provide a clear view of the interconnected processes, stakeholders, and decision pathways driving improved ATS efficiency and effectiveness throughout the enterprise.

Associated Meetings

Tuesday, Dec 8, 2026, 1:30-3:00pm
Room 160A

Sustaining Combat Power at the Edge: Modernizing MSC-K CPGC for the Contested Logistics Fight

OBJECTIVE

Discuss how U.S. Army Materiel Support Command-Korea (MSC-K) Combat Power Generation Center (CPGC) plans to maintain required readiness and materiel availability levels when standard Army Supply System requisitions are delayed or interdicted. Outline specific processes that must be strengthened to ensure CPGC thrives despite significant lags in parts delivery by emphasizing repair of assets in the 10 and 20 series maintenance standards.

ABSTRACT

U.S. and allied forces operating in the Pacific Command area of responsibility face unprecedented distribution challenges across contested, multi-domain lines of communication. As the largest military-industrial activity outside the continental United States, the MSC-K CPGC serves as the critical node for theater-level sustainment, bridging the gap between strategic wholesale logistics and tactical-edge demand. To maintain "fight tonight" readiness and guarantee freedom of maneuver for the 8th Army, CPGC must operate as an adaptive, self-sustaining logistics hub capable of mitigating severe supply-chain disruptions.

This session will discuss CPGC's modernization initiatives designed to bypass standard supply-chain choke points and sustain a robust supply posture during conflict. By transitioning from a reactive, requisition-dependent model to a proactive posture, CPGC leverages platform telemetry for predictive demand forecasting, point-of-need advanced manufacturing, over-the-horizon tele-maintenance, and deep integration with host-nation industrial infrastructure. Together, these capabilities enable expeditionary Battle Damage Assessment and Repair-Fabrication, allowing logisticians to rapidly return non-mission capable assets to operational status.

Tuesday-Wednesday, December 8-9, 2026, 8:00 a.m. – 4:00 p.m.
Room: Sandpiper B

Air Force Repair Enhancement Program

OBJECTIVE

Exchange best practices and benchmark initiatives across Air Force Repair Enhancement program (AFREP) offices and inform other maintenance organizations. Collaborate on methods to develop more robust AFREP programs throughout the Air Force.

ABSTRACT

AFREP bridges a necessary gap where organic maintenance activities and industry cannot meet sustainment demands. The program is a crucial initiative within the U.S. Air Force, focusing on repairing and enhancing aerospace components that would otherwise be discarded. It is a multi-faceted repair enterprise primarily centered around mission capable (MICAP) spare assets mitigation through organic repair or authorized contracted repair of components and parts. By optimizing resources and enhancing wing-level repair capabilities, AFREP significantly contributes to cost and time savings, while annually returning tens of millions of dollars to the Air Force.

AFREP serves as the versatile Swiss Army knife of the Air Force, extending beyond aircraft parts to repair any equipment not covered by warranties or property restrictions, including real property. It is charged with increasing wing-level repair capability of aerospace parts and equipment through innovation, ingenuity, and resourcefulness. AFREP offices assist individuals or organizations identify consumable items (primarily coded XB3 and XF3) and non-consumable items (XD2) for consideration for base-level or contract repair.

In this forum experienced maintenance leaders will discuss how Major Commands and Air Force Materiel Command can actively pursue initiatives to drive field-level repair capabilities and increase maintenance equipment authorizations that are economically feasible. In addition to sharing ideas on high-demand components that are excellent AFREP repair candidates, this meeting covers how work-center supervisors must ensure technicians do not attempt repairs beyond available skills, equipment, and facility capabilities to preclude possible accidents, materiel damage, or waste.

Tuesday-Thursday, December 8-10, 2026, 8:00 a.m. – 4:30 p.m.
Room: 303A

Mechanical Equipment and Subsystems Integrity Program Meeting

OBJECTIVE

Foster collaboration across the Mechanical Equipment and Subsystems Integrity Program (MECSIP) community to share best practices, lessons learned, and industry insights. Synchronize MECSIP execution and future initiatives across the enterprise, which will ultimately lead to enhanced aircraft safety, improved availability, and reduced lifecycle costs.

ABSTRACT

Successfully executing MECSIP requirements is foundational to the integrity of USAF aircraft. While system program office integrity managers lead these efforts, the scope of MIL-STD-1798 requires a synchronized effort across the USAF enterprise, aerospace industry, and multi-departmental partners. Because each program navigates unique variables ranging from aircraft type to different contracting approaches, the standardized management of mechanical systems is rarely a one-size-fits-all task.

To bridge these gaps, this meeting provides a vital platform for the MECSIP workforce to cross-talk with each other and industry partners. Attendees will collaborate on technical topics of interest, share future initiatives, and develop the professional networks necessary to advance program execution. By aligning diverse management approaches under a unified community, this forum ensures that the latest best practices are leveraged to maximize fleet safety and readiness.

Associated Meetings

Tuesday-Thursday, December 8–10, 2026, 8:00 a.m. – 5:00 p.m.
Rooms: 250AB, 250C, 251A, 251B

Joint Services Wiring Action Group

OBJECTIVE

Establish critical Electrical Wiring Interconnect System (EWIS) operational standards which immediately drive equipment readiness improvements. Develop actionable tactical-level strategies maintainers can execute to mitigate operational risk and maximize the reliability, availability, and maintainability of assets.

ABSTRACT

Maximizing equipment readiness is paramount to delivering combat power and sustaining the Arsenal of Freedom. The structural integrity of DoW equipment electrical wiring directly dictates mission success and is a critical factor in preventing costly sortie aborts. While the repair of advanced EWIS is highly complex, executing these tasks through precision maintenance, standardized techniques, and strict adherence to technical data ensures sustainable fleet availability. Therefore, it is vital for the Joint Forces to operationalize this capability by aggressively sharing critical intelligence on failure trends, advanced splicing procedures, institutional training, and maintenance restrictions. By unifying the approach to complex wiring challenges, the Department will minimize downtime and guarantee weapon systems remain reliable and ready to project power.

To operationalize this unified effort, the Joint Services Wiring Action Group (JSWAG) will convene a strategic forum uniting warfighters, government experts, allied forces, academia, and industry partners. This coalition is focused on accelerating the deployment of advanced aircraft wiring and fiber optic solutions that directly drive safety, standardization, cost-effectiveness, and overarching fleet readiness. Reinforcing this initiative, industry partners will also conduct intensive, hands-on training evolutions. These practical sessions are designed to elevate maintainer proficiency with the specific equipment and tools currently fielded by military units, instantly translating technical expertise into sustained combat capability and higher sortie generation rates on the flight line.

All Symposium attendees are welcome to participate in one of the many JSWAG sessions concentrating on the synchronization of Joint Service efforts to defeat intermittent wiring failures, tackle system degradation issues, and ensure fleets remain fully mission-capable for the fight.

Tuesday-Friday, December 8-11, 2026, Various Times
Rooms: 252A, 253AB, 253C

DoW Weapon Systems Software Summit

OBJECTIVE

Convene stakeholders across the Department of War, industry, and academia to solve complex challenges of developing and sustaining modern weapon systems software

ABSTRACT

The Department of War's strategic advantage is fundamentally defined by its software superiority. Delivering secure, resilient, and cutting-edge software to the warfighter at the speed of relevance requires a comprehensive approach across multiple critical domains. The 2026 Weapon Systems Software Summit serves as the premier collaborative forum to address these diverse challenges. Rather than focusing on a single technological shift, this year's summit elevates multiple tracks that shape the modern software landscape: Applied Artificial Intelligence & Autonomous Systems; DevSecOps, Software Factories & Delivery at Speed; Cybersecurity, Zero Trust & Software Assurance; Digital Engineering: Twin, Thread & Model-Based Systems Engineering; Data, Cloud & Enterprise Architecture; Acquisition, Policy & Technical Management, and Workforce, Culture & Talent Management; and Emerging Technology.

Modern software sustainment demands that systems are designed, built, and defended as an interconnected lifecycle. Practices like digital engineering lay the groundwork for model-based architectures, which feed continuous integration and rapid deployment pipelines via DevSecOps. Protecting these pipelines and deployed systems requires leading-edge cybersecurity and software assurance frameworks to counter growing security threats. Concurrently, the rise of applied artificial intelligence introduces unique challenges in testing, governance, and rapid certification (such as navigating the AI sub-path within the Software Acquisition Pathway of DoDI 5000.87). Scaling these technical innovations is impossible without modernizing policy and technical management structures to support agile acquisition, and cultivating a highly skilled workforce capable of executing these strategies.

This summit will unite presenters, attendees, and exhibitors from across the defense ecosystem to share insights and advance the software community's collective capabilities. Through dynamic panel discussions, keynote presentations, and collaborative technical sessions, participants will forge the strategies and partnerships necessary to solve complex sustainment bottlenecks and deliver a decisive military advantage.

Wednesday, December 9, 2026, 2:00 - 4:00 p.m.
Room: TBD

United States Forces Korea Regional Sustainment Hub

OBJECTIVE

Provide strategic level awareness of how the Regional Sustainment Hub (RSH) initiative enables United States Forces Korea (USFK) to expand beyond a peninsula focused sustainment posture and support broader INDOPACOM requirements. Strengthen understanding through informational briefings and open dialogue to ensure alignment across the joint sustainment community.

ABSTRACT

The RSH is a central component of USFK's transformation from a Korea centric sustainment model to a regionally integrated logistics platform supporting INDOPACOM's wider operational demands. The Indo Pacific theater faces increasing pressure on forward repair, rapid regeneration, and resilient supply chains. RSH provides strategically positioned capabilities that reduce trans Pacific timelines, increase operational availability, and enhance joint force readiness. RSH fills critical gaps where traditional depot, industry, and organic maintenance pathways cannot meet regional requirements, offering forward repair, advanced manufacturing, and optimized distribution options that strengthen theater resilience.

By leveraging Korea's mature defense industrial ecosystem and integrating capabilities such as the Foundry, RSH enables rapid component regeneration, unmanned systems support, and forward production of high demand items. This approach reduces strategic lift requirements, mitigates operational risk, and provides faster, more flexible sustainment options across the First Island Chain. RSH also enhances collaboration with U.S. and Republic of Korea partners, creating a scalable sustainment model that aligns with INDOPACOM's long term posture objectives.

This session is part of USFK's information campaign to ensure the enterprise understands how Korea is evolving into a forward sustainment node for the broader theater. Leaders will deliver a strategic overview of RSH's purpose, current initiatives, and future expansion pathways, followed by a question and answer period to clarify concepts and address concerns.

Wednesday, December 9, 2026, 1:00 – 4:00 p.m.
Room: 160B

Expeditionary Battle Damage Assessment and Repair: It's Not Just an Aircraft Issue

OBJECTIVE

Expose Expeditionary Battle Damage Assessment and Repair (BDAR) and expeditionary maintenance needs among the Military Services, partner nations, industry, and academia relative to recent and emerging warfighter mission requirements.

ABSTRACT

The increasing trend to procure more technologically sophisticated; multi-mission capable; and more expensive air, surface, or sub-surface vehicles results in warfighters having a limited number of these complex weapon systems and resources available for combat. As a result, BDAR is vitally critical to maximize mission and sortie generation capacity. Many of these high-tech weapon systems returned with damage during recent combat operations and required an expedited turnaround to meet readiness demands. In the absence of a universal BDAR definition, DoW and allied BDAR programs often involve field maintenance teams and follow abbreviated processes with limited duration operations.

The meeting will continue the inaugural gathering held in January 2025 with a discussion of increased warfighter BDAR capability, including an ability to assess and repair advanced technology air, surface, or sub-surface weapon systems and support vehicles. Additionally, attendees will address how BDAR can enhance warfighter capability to meet peacetime and foreseeable contingency mission/sortie demands within the bounds of constrained numbers of aircraft and resources. A key topic of the meeting will be reviewing the Joint Service BDAR Capability Improvement Program report to determine relevancy and applicability for interoperability and interdependency in BDAR concepts, policies, procedures, equipment, training, and technology. Attendees should come prepared to share lessons learned from Operation Epic Fury.

Plan to attend and engage in discussions as this meeting takes the next steps towards future BDAR collaboration, improving materiel readiness, and increasing weapon system availability.



Associated Meetings

Wednesday, December 9, 2026 1:30 – 3:30 p.m.
Room: Palm A

Army Sustainment Leaders Open Forum

OBJECTIVE

Provide an opportunity for attendees to have direct access to the Army's General Officer and Senior Executive Service leadership from across the sustainment enterprise. Enable senior leaders to engage in dialogue with maintainers and logisticians about current and future challenges facing the Army.

ABSTRACT

The Army Sustainment Leaders Open Forum is a premier engagement event designed to synchronize Department of War maintenance and logistics efforts. This open forum serves as a critical bridge between strategic policy makers and the operational maintenance force. As the Department shifts toward large-scale combat operations and multi-domain environments, sustaining readiness requires transparent communication and synchronized efforts. This event offers a unique, town-hall-style platform focused on current readiness challenges, modernization of the organic industrial base, and future sustainment strategies.

The core of the forum is an interactive Q&A session, empowering participants from across the maintenance community to ask pressing questions, voice operational constraints, and gain strategic insights directly from the leaders driving acquisition, logistics, and technology.

Thursday, December 10, 2026, 7:30 – 8:30 a.m.
Room: 252B

Army Corrosion Meeting

OBJECTIVE

Analyze systemic corrosion issues that have the most detrimental effects across the Army's weapon systems, equipment, and infrastructure. Pinpoint critical areas in which the Army Corrosion Prevention and Control (CPC) program can influence policies and practices to improve sustainment operations.

ABSTRACT

Corrosion is a preventable and controllable threat which poses substantial risks to Army assets. The Army CPC program directly addresses these risks by enhancing awareness, strengthening accountability, and improving the effectiveness of corrosion control practices across the Department. This Army-wide program protects the readiness and lifespan of all military equipment and infrastructure, thereby reducing sustainment costs and preserving operational capabilities.

CPC must remain a priority at every level, requiring commitment from equipment operators to commanders, and from designers to acquisition managers. This forum empowers the maintenance and sustainment community to actively shape the Army's CPC program. Participants will directly engage with the Corrosion Executive to contribute knowledge, address challenges, and propose innovative solutions for improving corrosion maintenance effectiveness in the field. These mission critical discussions will formulate a robust and effective Army CPC program for years to come.

Thursday, December 10, 2026, 8:30 a.m. – 12:00 p.m.
Room: 151C

Strategic Engagement and Partnership Summit

OBJECTIVE

Refine how strategic engagements are optimized to support the sustainment of forces by focusing on solutions to problems common across all Military Services. Collaboratively develop solutions to shared challenges, which ensure warfighter demands are met and rapidly adapt to an evolving strategic environment.

ABSTRACT

By adopting a unified inter-Service approach, this meeting aims to identify vital cross-Service synergies and radically strengthen collaboration to solve shared challenges. The discussions will incorporate the framework of the recently established Materiel Readiness Executive Steering Council to shape and accelerate this effort. Additionally, outputs from DoW inter-Service meetings will help identify specific challenges that will be addressed. The ultimate goal is to create a battle rhythm for jointly identifying critical materiel readiness problems; collaboratively targeting the problems throughout the year; and securing necessary funding to drive a cycle of measurable, year-over-year progress.

The vision is to significantly widen the aperture of engagements with industry and academia to think well beyond typical fixes. This summit will actively explore dynamic, unconventional solutions to common problems, moving beyond standard public-private partnerships to include enhanced use leases and other innovative partnership vehicles.

Join us at the table to disrupt the status quo, tackle the most pressing shared challenges, and co-create funded solutions that will drive the future of Joint Force materiel readiness.

Associated Meetings

Thursday, December 10, 2026, 8:00 a.m. – 5:00 p.m.
Room: 160B

Defense Working Capital Funds

OBJECTIVE

Provide a forum to exchange best practices and benchmark initiatives in the use of Defense Working Capital Funds (DWCF) for organic industrial base (OIB) activities in depot maintenance and supply chain operations.

ABSTRACT

Many production communities leverage the DoW Maintenance Symposium for associated meetings to bring together subject matter experts in specific topic areas (corrosion, software, etc.) to foster jointness and process improvement. However, the goal of this meeting will be to access the participants that operate using DWCF.

These revolving funds require organizations to conduct operations with the use of authorities, not appropriations. DWCF activities must develop detailed workload forecasts 18-24 months prior to the execution year and develop rates to cover the cost of new orders and prior year operating results. Maintenance leaders must understand the key levers impacting the cost of sustainment and how to manage workload variability in execution. They must also understand how to reinvest into their capacity using the Capital Investment Program. Finally, they must be able to collate all of this planning into a detailed Budget Estimation Submission.

This vital meeting will bring together financial and production leaders from across the OIB to share best practices in DWCF operations and identify opportunities to improve policy and statutes to enable success.

Thursday, December 10, 2026, 1:00 – 3:00 p.m.
Room: 252B

Provisioning and Cataloging Meeting

OBJECTIVE

Uncover opportunities to accelerate and advance provisioning and cataloging processes which support current technological capabilities, rapid acquisition, and enduring supply support. Expose the challenges embedded in technical data requirements to promote accurate cataloging, identify issues with digital engineering adoption, and develop solutions for long-term materiel supportability.

ABSTRACT

Provisioning and cataloging are foundational to an efficient supply chain, and their criticality is often overlooked or minimized. Effective provisioning and cataloging play crucial roles in enabling spare parts procurement, establishing repair programs, mitigating supply chain risk, and increasing awareness of critical diminishing manufacturing sources and material shortages along with obsolescence issues. This meeting will focus on serious concerns identified by the Office of the Deputy Assistant Secretary of War for Logistics (ODASW(Log)) related to the execution of provisioning and cataloging across the Department.

As the need for accelerated acquisition techniques increases, the provisioning and cataloging process must also become more agile and be revamped to support requirements. Accelerated technology adoption, use of commercial vendor parts, and the advancement of digital engineering and additive manufacturing techniques placed tremendous strain on the current processes and policies associated with assigning national stock numbers (NSN) and supplier identification. ODASW(Log) is seeking industry partners to brainstorm new tactics that can be employed to accelerate NSN assignment, different ways of writing contract requirements, and becoming a better long-term partner with industry while still meeting statutory requirements of cataloging and standardization of material.

All are invited to participate in this endeavor to partner with industry as we seek to identify ways to improve requirements, processes, and methodologies that support fielding new weapon systems and guarantee timeless supportability of equipment throughout its life cycle.

Thursday, December 10, 2026, 1:00 – 5:00 p.m.
Room: 201AB

Industrial Base Leadership Development Program

OBJECTIVE

Present findings of academic cohorts and problem sets from all iterations of the Industrial Base Leadership Development Program (IBLDP). Facilitate a working session to convert pilot-ready recommendations into signed action plans with 90-day next steps.

ABSTRACT

IBLDP represents a deliberate investment in the leaders most responsible for delivering readiness throughout the organic and defense industrial base. Across 85 cross-service participants the program produced a body of evidence identifying the same systemic finding. They have found that the Department's core organic industrial base (OIB) challenges are not four separate problems but four expressions of one systemic design failure. Participants repeatedly identified fragmentation, misaligned incentives, and lack of centralized governance as the root causes behind every major OIB challenge. They have also consistently concluded the Department already holds more authority than it is using under Title 10, existing contracting vehicles, and current Financial Management Regulation provisions.

Specific initiatives identified during the cohorts that will be addressed in this working session include cross-service programmed depot maintenance data interoperability, working capital fund elasticity, and technical data rights restrictions. This session is not merely a panel presentation or a program showcase. IBLDP graduates will stand in front of senior DoW sustainment leaders, present pilot-ready recommendations they developed, and drive senior leaders to respond in real time and commit to taking action. This structured decision-driving event is designed to produce a signed one-page action plan containing organizational owners and 90-day next steps before participants leave the room.

Thursday, December 10, 2026, 2:00 - 5:00 p.m.
Room: 252C

Army Ordnance Corps Forum

OBJECTIVE

Align maintainers and strategic partners on sustaining combat power in contested, multi-domain operations (MDO). Develop policy and processes to integrate advanced manufacturing at echelon, evolve primary military education, and empower NCOs to execute rapid, decentralized sustainment. Drive actionable Ordnance strategies that maximize materiel readiness, lethality, and weapon system availability at the tactical edge.

ABSTRACT

The increasing trend toward MDO and highly contested logistics environments necessitates rapid, decentralized sustainment. With sophisticated, next-generation combat equipment and limited resources available for large-scale combat operations, maximizing equipment availability and munitions throughput at the tactical edge is critical. As a result, synchronized Ordnance sustainment and agile repair capabilities are even more critical to maximize mission generation. These capabilities are particularly vital since units will operate in dispersed areas requiring expedited maintenance turnaround to meet readiness demands. Despite the complexities of decentralized operations, DoW sustainment programs must rely on highly trained field maintenance teams executing expedited processes.

Discussions will be led by the Chief of Ordnance, Command Sergeant Major of the Ordnance Corps, and Chief Warrant Officer of the Ordnance Corps on increased warfighter sustainment capability, including an ability to integrate advanced manufacturing at echelon. Additionally, panelists will address how modernized training and NCO empowerment can enhance warfighter capability to meet peacetime and foreseeable contingency mission demands with limited organic resources. A key topic of the meeting will be reviewing maintenance in MDO and talent management strategies to determine relevancy and applicability for interoperability and interdependency in Ordnance concepts, policies, procedures, equipment, and technology.

Attendance and engagement are vital, as this meeting serves as the foundation for future sustainment collaboration to improve materiel readiness, lethality, and weapon system availability.



Associated Meetings

December 10-11, 2026
Thursday 8:00 a.m. – 4:45 p.m. & Friday 8:00 a.m. – 12:00 p.m.
Room: 160A

DMSMS and PM&P Management Working Group

OBJECTIVE

Highlight significant sustainment accomplishments achieved in 2026 by the Diminishing Manufacturing Sources and Material Shortages (DMSMS) and Parts, Materials, and Processes (PM&P) Management communities. Identify and address the most pressing DMSMS and PM&P Management challenges through interactive problem-solving techniques.

ABSTRACT

The Department of War (DoW) DMSMS and PM&P Management Working Group serves as the focal point for developing and revising policy, guidance, and management strategies. The group champions proactive management best practices, synergies, and standardization through education, training, and outreach. Participants collaborate throughout the DoW and industry to facilitate the implementation of DMSMS and PM&P management while minimizing the impact of related issues across the DoW.

This working group serves as a pivotal forum to both celebrate the significant sustainment accomplishments of 2026 and to tackle DoW's most pressing forward-looking challenges collaboratively. The session will commence with a comprehensive review of the Office of the Secretary of War Program and Component achievements, setting the stage for a series of intensive, hands-on "roll up our sleeves" exercises.

Day One will pivot from review to action, focusing on tailoring PM&P requirements and addressing persistent DMSMS challenges within DoW depots. Day Two will continue this interactive problem-solving, with deep dives into best practices for Life-of-Need buys, the strategic use of technology roadmaps to plan for obsolescence, and the critical development of next-generation DMSMS Key Performance Indicators.

By uniting key stakeholders, this meeting fosters critical dialogue and facilitates the development of actionable best practices. The outcomes will directly shape and define the program's strategic priorities for 2027, ensuring the team's collective efforts remain aligned to enhance warfighter readiness and secure the future of the sustainment enterprise.

December 10-11, 2026
Thursday 2:00 – 5:00 p.m. & Friday 8:00 a.m. – 12:00 p.m.
Room: 303B

Supply Chain Risk Management Meeting

OBJECTIVE

Equip military maintainers, logisticians, program managers, and industry partners with a comprehensive understanding of the Supply Chain Risk Management Integration Center (SCRM-IC). Empower the Department of War (DoW) workforce to understand the Center's role as the central synchronization hub for enterprise supply chain defense, execution of the Department's mandate to fix the broken supply chain, and how to leverage its centralized governance and data architecture for a resilient defense industrial base.

ABSTRACT

Maximizing equipment readiness and sustaining the Arsenal of Freedom requires a fundamental shift from fragmented, reactive supply chain management to a unified, proactive enterprise approach. Historically, the DoW lacked a single organization to synchronize its far-reaching SCRM activities. Established under the Assistant Secretary of War for Sustainment, the SCRM-IC serves as the integrator and "central nervous system" for DoW supply chain defense. Its core mission is to unify the SCRM ecosystem, fix supply chain fractures, and preempt systemic threats to guarantee warfighter mission assurance. By acting as a centralized hub rather than another silo, the SCRM-IC receives and provides critical intelligence on vulnerabilities, enabling entities like industry partners and the Military Services to make targeted investments and programmatic decisions.

During this meeting, the Director of the SCRM-IC will present the foundational strategy and its operational execution of the Department's strategic supply chain objectives. Discussions will break down the SCRM-IC's three strategic pillars: Fortifying governance and policy, Illuminating deep-tier visibility, and Outmaneuvering disruptions. Panelists will also introduce the Center's "Illumination to Action" governance framework, which centralizes the triage, assessment, and mitigation of enterprise-wide risks. Attendees will leave with a clear understanding of the SCRM-IC's current initiatives and how to collaboratively integrate these tools and frameworks to ensure fleets remain reliable and fully mission-capable in contested environments.

Tours

Port Everglades Tour

As one of Florida's leading economic generators, Port Everglades is the gateway for international trade and cruise vacations. Consistently ranked among the top three busiest cruise homeports in the world, Port Everglades is also one of the nation's leading container ports and South Florida's main seaport for receiving energy products including gasoline, jet fuel, and alternative fuels.

The port tour will highlight three business lines: cruise, cargo, and energy. First, attendees will get a birds-eye view of the port from the Harbormaster Tower and discover the around-the-clock duties the Harbormasters perform. From there, the group will explore one of eight cruise terminals and learn about the logistics of handling up to 50,000 cruise guests and restocking and refueling up to eight cruise ships in a single day. Next, the tour will travel to the port's Southport containerized cargo area to see a super post-Panamax gantry crane in action. Finally, the group will explore the energy sector where 17 petroleum companies' operations provide more than one-third of Florida's energy needs.

This tour is limited to 50 personnel. All participants must carry government-issued photo ID with them. Activities include walking around outdoor locations which can be very windy and visiting industrial facilities. Closed-toed shoes are required, and no high heels or sandals.



Secretary of War Maintenance Awards

Secretary of War Maintenance Awards Reception

Wednesday, December 9, 2026 | 6:00 p.m.–7:00 p.m.

Secretary of War Maintenance Awards Banquet & Ceremony

Wednesday, December 9, 2026 | 7:00 p.m.–9:00 p.m.

Each year, the Secretary of War Maintenance Awards are presented to recognize the best maintenance units within the Department of War. 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

One-on-One Mentoring with Secretary of War Maintenance Awards Selection Board Members

December 8-10, 8:00 a.m. – 5:00 p.m.
Room 206

OBJECTIVE

Orovide subject matter expert advice on writing a winning Secretary of War (SecWar) Maintenance Awards package.

ABSTRACT

Are you interested in getting a leg up...and we are not talking about walking the dog here! If you want to be part of a SecWar Maintenance Award winning unit but writing an award-winning nomination package has been elusive, then this custom session is for you. Take the guess work out of wondering what the selection board members are really looking for and hear directly from members who review the packages. This is your chance to meet one-on-one with long-time selection board raters who are truly subject matter. This engagement will allow you dedicated, personalized time to discuss the content and format key to writing a winning package. Participants are even are afforded an opportunity to share their draft submissions for the 2027 SecWar Maintenance Awards cycle and walk away with meaningful critique and suggestions. Advance appointments before the Symposium are recommended and walk-ins will be accommodated as time allows.

For advance scheduling, e-mail charles.e.field4.ctr@mail.mil

Maintenance Innovation Challenge

Tuesday, December 8, 3:30 p.m. – 5:00 p.m.
Room - Sandpiper A

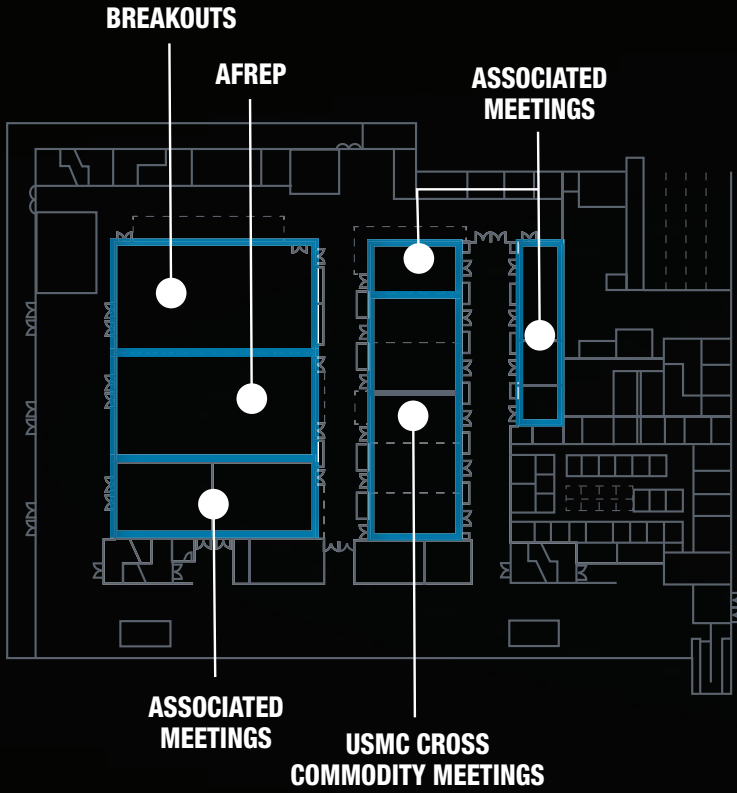
The Maintenance Innovation Challenge elevates and expands the call for maintenance innovation beyond solely novel technology to also include unique partnerships, resourcing strategies, business practices, processes or any other transformative capability that promises to make maintenance more agile and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

Five 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 Maintenance and Logistics Exhibition.

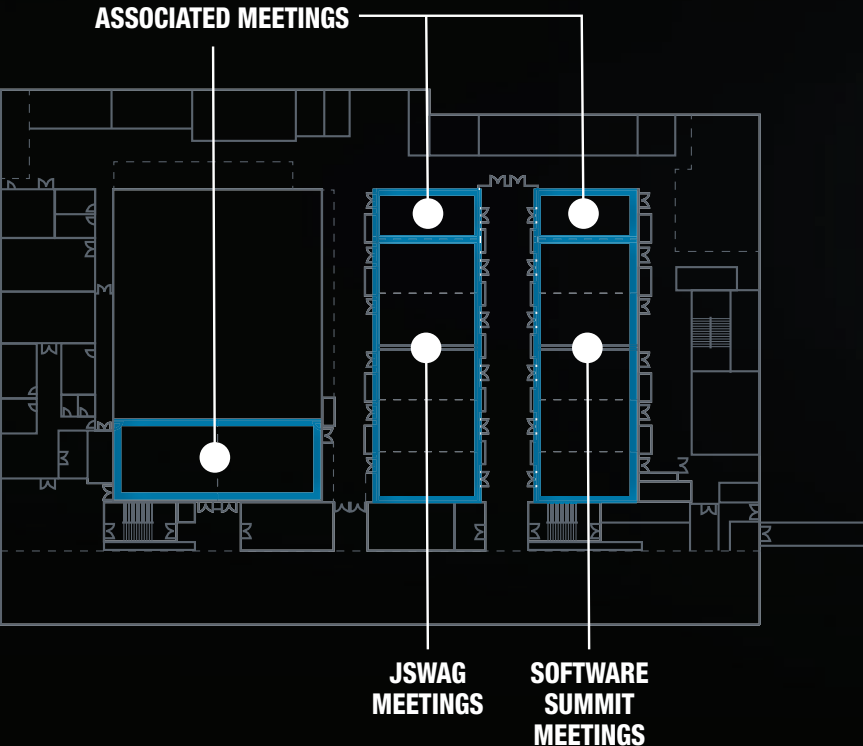
Learn more about the MIC at:

ncms.org/maintenance-innovation-challenge/

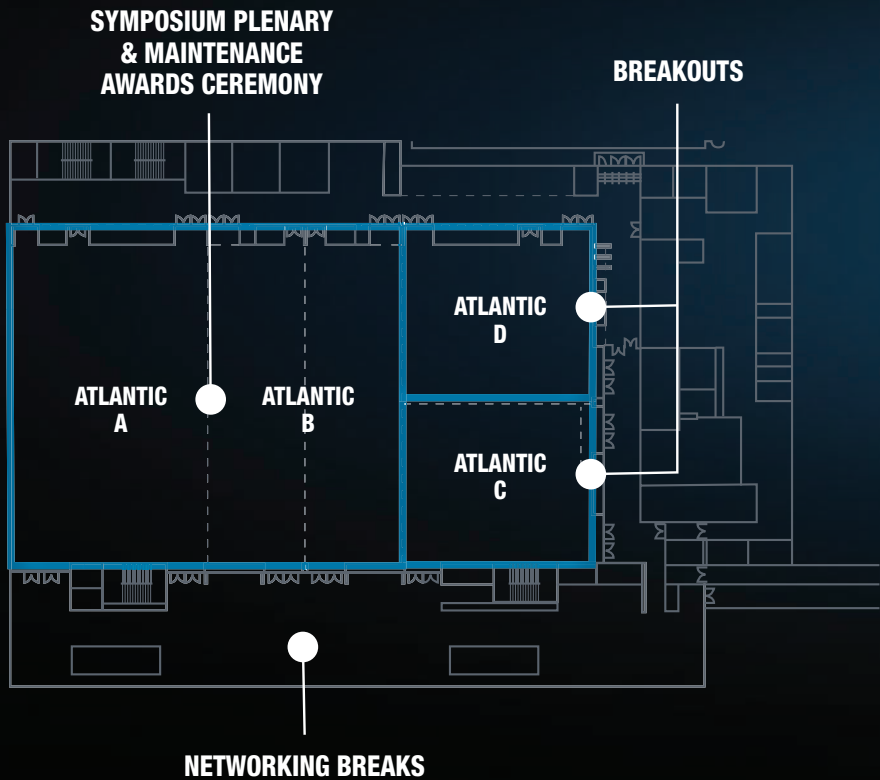
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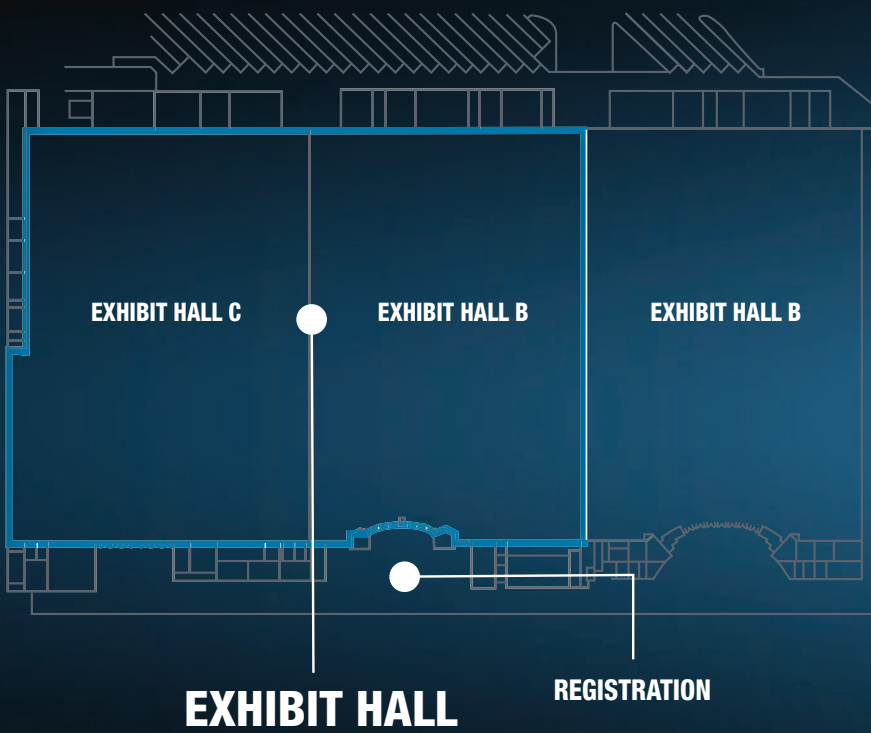
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EAST BUILDING THIRD FLOOR



WEST BUILDING FIRST FLOOR



CO-LOCATED

2026 MAINTENANCE AND LOGISTICS EXHIBITION (MLE)

COMPANIES REPRESENTED AT THE MLE

This open platform for military maintenance professionals lets you directly collaborate with other companies involved in military and commercial maintenance technology, information systems, and management processes to drive improved effectiveness and efficiency. This opportunity will allow you to showcase your latest solutions and build brand recognition in front of top military leaders.

Check out the current list of participating companies.

- 3M Company

– Btree

– ACES Systems

– AcuSaif by Smart Safety Solutions LLC

– Adapt Laser Systems LLC

– ADS Inc

– Aero Engineering Support Group Inc

– Air

– Air Force Sustainment Center TAFB

– Aircraft Ducting Repair

– Airsupply Tools

– Akima

– AKTOptimize

– Altec Industries, Inc

– AM General

– Amentum

– American Data Solutions LLC

– AMETEK Spectro Scientific

– AMPP

– Andromeda Systems Inc

– Apellix

– Appian

– Arcessio

– Army Corrosion Program

– Artemis Electronics LLC

– Astronics Test Systems

– Atlas Copco Tools & Assembly Systems

– Atmospheric Plasma Solutions

– Av-Dec

– BAE Systems Inc

– Beast Code LLC

– BG Workforce Solutions

– BILT Incorporated

– BlastOne International

– Blue Yonder Defense Solutions

– BMC Helix

– Boeing

– Boston Engineering

– Brite Rigid Frame Buildings

– CACI, Inc.-Federal

– CALIBRE Systems

– Carnegie Mellon Univ

– CELINA

– Chase Defense Partners Inc

– CHEM-STOR

– Clairvoyant Intelligence

– Cocoon Inc

– Crystal Clean

– CTC ENTERPRISE

– VENTURES CORPORATION

– Daniels Manufacturing Corp

– Daubert Chemical Company

– DBK

– Defense Microelectronics Activity

– Deloitte

– Devcom Armaments Center

– DIT-MCO International Corporation

– DLA GEM & AME Programs

– DMAero

– DragoonTCN

– Duotech Services Inc

– Eclipse International Corporation

– Element 119 LLC

– Emenda USA

– EnerSys Inc

– ES3

– EST Companies

– FARO CREAFORM

– FiberQA & Shadow Technologies

– GasTOPS Inc

– GLAUCUS APS

– Glenair Inc

– GoEngineer

– GrayMatter Robotics

– Hanel Storage Systems

– HEATCON Composite Systems

– Horizon Industries

– Huntron Inc

– HYTORC

– IBC Materials & Technologies

– Industrial Coating Services Inc

– J-Squared Technologies Inc

– J3D Labs Inc

– Jamaica Bearings Company Inc

– JetHead Development Inc

– Kardex Remstar

– KBR

– Kihomac

– Kings Creek Services

– KITCO Fiber Optics

– Kolene Corp

– KVG

– Legion Intelligence

– Letterkenny Munitions Center

– Panasonic Connect

– Paradigm Max Q LLC

– Parker Aerospace

– Pega

– Perfect Point EDM Corp

– Pickering Interfaces

– PredictiveIQ

– PTC Inc

– PulseTech Products Corporation

– RBC Bearings

– Stratasys

– Tagup

– Materials Development Corp

– MES Life Safety

– MGM Brakes

– MIL-Reps

– Military Battery Systems Inc

– MILSPRAY

– Mitutoyo America Corp

– Mohr Test And Measurement

– Moog Inc

– Nakamir

– NCMS

– NCP Coatings Inc

– NSA Cyber Security Collaboration Center

– NIJL

– Open X Inc

– Pace Worldwide

– Panasonic Connect

– Paradigm Max Q LLC

– Parker Aerospace

– Pega

– Perfect Point EDM Corp

– Pickering Interfaces

– PredictiveIQ

– PTC Inc

– PulseTech Products Corporation

– RBC Bearings

– Stratasys

– Tagup

– Reality Systems

– Red Hat Inc

– Red Hill Mobility Group

– RedShred LLC

– RGBSI Aerospace & Defense LLC

– RISE Robotics

– Rise8

– RTX

– SAE International

– SAE International

– Safety & Security International Inc

– Safety-Kleen Systems

– Secure Glass Inc

– Shipcom Wireless

– Siemens

– Soaring Software Solutions Inc

– South Tek Systems LLC

– Southern Marketing Associates

– Space Dynamics Laboratory

– Spectrum Technologies

– STAR4D

– Steril Koni USA

– Stratasys

– Tagup

– Tempo Communications

– Teradyne Inc

– Titan Dynamics

– Titan Robotics Inc

– Titomic USA

– Tobyhanna Army Depot

– Trac9 LLC

– Transhield Inc

– Trident Systems

– Tuxco Corporation

– Unified Defense LLC

– United Electronic Industries / VTI

– Unitron Power Systems

– US Army Display

– US Space Force

– USDA BioPreferred Program

– Vantage Surface Treatment Technologies

– Virtualitics

– WilliamsRDM

– WMS Defense

– Wright Tool Company / Novair

– Xiphos Partners

EXHIBIT HOURS

Tuesday, Dec. 8

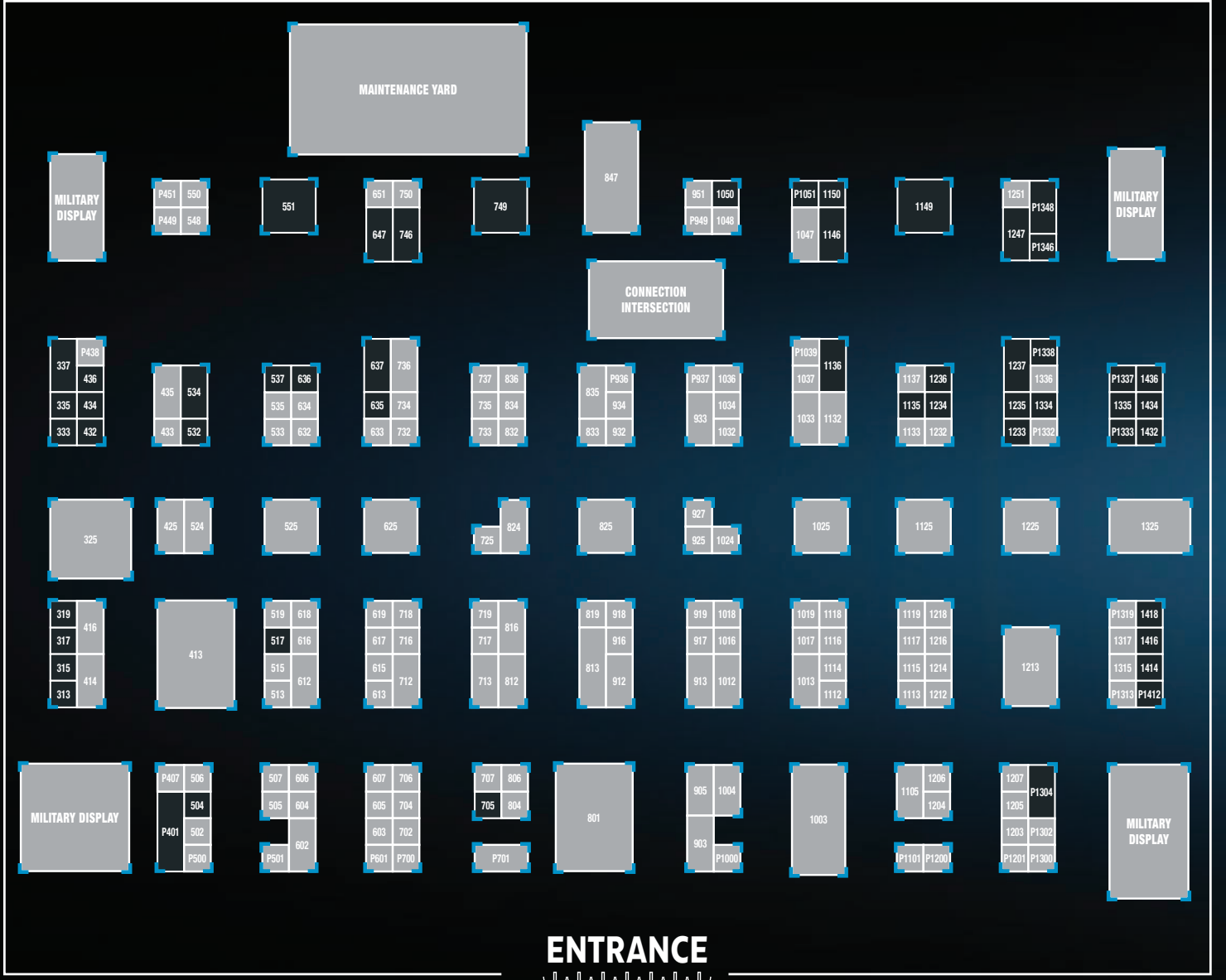
Lunch 12:00 p.m. – 1:30 p.m.
Reception 5:00 p.m. – 7:00 p.m.

Wednesday, Dec. 9

Breakfast 7:00 a.m. – 8:00 a.m.
Lunch 12:00 p.m. – 1:30 p.m.
Reception 5:00 p.m. – 6:00 p.m.

Thursday, Dec. 10

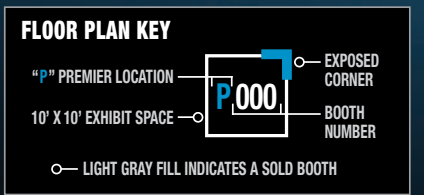
Breakfast 7:00 a.m. – 8:30 a.m.
Lunch 12:00 p.m. – 2:00 p.m.



Showcase solutions that forge readiness, enhance your presence, and build brand recognition among the 2026 DoW Maintenance Symposium audience by sponsoring, exhibiting, and/or advertising at the co-located Maintenance and Logistics Exhibition.

To discuss solutions that fit your budget and needs, please contact the SAE Sales Team today:

Eddie Pail, Event Sales Specialist
+1 724-772-4204
eddie.pail@sae.org



REGISTRATION

Register at sae.org/dow by November 7, 2026, to qualify for early-bird pricing. For assistance with registration, contact SAE Customer Service:

877-606-7323 (USA and Canada)
724-776-4970 (Outside of USA and Canada)

Fax: 724-776-0790 Email: CustomerService@sae.org

Registration Category	Technical Sessions Only	Technical Sessions & Exhibit	Technical Sessions Only	Technical Sessions & Exhibit
Government Employee	\$ 550	\$ 650	\$650	\$750
Military 0–4 and above	\$ 550	\$ 650	\$650	\$750
Military O-1 to O-3, Warrant Officers, and E-1 to E-9	\$ 395	\$ 495	Not Available	\$545
Academia	Not Available	\$ 650	Not Available	\$750
Industry Registrant	Not Available	\$1,100	Not Available	\$1,200
Industry Display Exhibitor ID# Required Limit 2 per 10X10 Exhibit Space	Not Available	FREE	Not Available	FREE
Industry Display, Reduced Rate Exhibitor ID# Required Limit 2 Per Exhibiting Company	Not Available	\$ 800	Not Available	\$900
Industry Display, Over Reduced Rate and Free Allotments Exhibitor ID# Required	Not Available	\$ 900	Not Available	\$1,000
Press (Credentials Required)	Before registering, contact pr@sae.org		Before registering, contact pr@sae.org	
Associated Meetings Contact SAE for Promo Code		\$ 495		\$595
Additional items you can purchase:				
Guest Banquet Ticket		\$ 50		\$50

HOTEL RESERVATIONS

December 8-11, 2026

Hotel reservation deadlines vary by hotel. Please see below for your hotels deadline.

Visit events.sae.org/event/dow2026/hotel-travel

HOTELS

Omni Fort Lauderdale
1850 SE 17th Street,
Fort Lauderdale, FL 33316
Government Room Rate: \$180
Standard / Industry Room Rate: \$289+
Hotel Reservation Deadline: Thursday, November 26

Hilton Fort Lauderdale Marina
1881 SE 17th St.,
Fort Lauderdale, FL 33316
Government Room Rate: \$160+
Standard / Industry Room Rate: \$259+
Hotel Reservation Deadline: Friday, November 20

Renaissance Fort Lauderdale Marina Hotel
1617 SE 17th Street,
Fort Lauderdale, FL 33316
Government Room Rate: \$180
Standard / Industry Room Rate: \$219+
Hotel Reservation Deadline: Thursday, November 12

HOTELS

Embassy Suites by Hilton Fort Lauderdale 17th Street
1100 SE 17th St,
Fort Lauderdale, FL 33316
Government Room Rate: \$180
Standard / Industry Room Rate: \$235+
Hotel Reservation Deadline: Saturday, November 21

Holiday Inn Express Fort Lauderdale Cruise Airport
1500 SE 17th St. Fort Lauderdale,. FL 33316
Government Room Rate: \$180
Standard / Industry Room Rate: \$175+
Hotel Reservation Deadline: Saturday, November 7

Hyatt Place Fort Lauderdale Cruise Port
1851 SE 10th Ave, Fort Lauderdale, FL 33316
Government Room Rate: \$180
Hotel Reservation Deadline: Friday, November 20

B Ocean Resort Fort Lauderdale
1140 Seabreeze Blvd., Fort Lauderdale, FL 33316
Government Room Rate: \$180
Standard/Industry Room Rate: \$219+
Hotel Reservation Deadline: Friday, November 20

Courtyard by Marriott Oceanside Fort Lauderdale Beach
440 Seabreeze Blvd., Fort Lauderdale, FL 33316
Government Room Rate: \$180+/\$20 Daily Destination fee
Standard/Industry Room Rate: \$258+/\$20 Daily Destination Fee
Hotel Reservation Deadline: Friday, November 20

AC Hotel Fort Lauderdale Beach
3029 Alhambra Street, Fort Lauderdale, FL 33304
Government Room Rate: \$180
Standard/Industry Room Rate: \$239
Hotel Reservation Deadline: Friday, November 20

ATTIRE GUIDANCE

Civilians

Business attire is appropriate for both the DoW Maintenance Symposium and Secretary of War Maintenance Awards banquet and ceremony.

Military Members

Please refer to the following table for appropriate military uniform.

Service	DoW Maintenance Symposium	Maintenance Awards Banquet and Reception	Speakers and Panelists
Army	Class B (AGSU/ASU)	Service Dress (AGSU/ASU)	Class B (AGSU/ASU)
Navy	Service Khaki E1-E6: Service Uniform	Service Dress Blues	Service Khaki E1-E6: Service Uniform
Marine Corps	Service “C”	Service “A” (ribbons and badges)	Service “C”
Air Force	Blue shirt combination	Service Dress	Blue shirt combination (Long Sleeve Shirt with Tie/Tie Tab)
Space Force	Blue shirt combination	Service Dress	Blue shirt combination (Long Sleeve Shirt with Tie/Tie Tab)
Coast Guard	Tropical Blue Short Sleeve	Service Dress Blue “Bravo”	Tropical Blue Short Sleeve



Registration Form

Please complete the information below or attach a business card.

*Denotes Required Information

Please enter your SAE member number or your 10-digit customer number:

Attendee Information:

The address provided below is my: ☐ Business (based on your employer's policy) ☐ Home

REQUIRED:

I would like to receive news and announcements via email from SAE International via e-mail.
☐ Agree ☐ Disagree

Your DoW experience will include access to our carefully selected Sponsors. By agreeing, you approve SAE International to share your personal information with such Sponsors who may contact you with promotional emails regarding their products and services.

☐ Agree ☐ Disagree

*First/Given Name

*Last/Family Name

*Job Title

Div./Dept.

*Company/School Name

*Mail Stop (if applicable)

*Address

*City

*State/Province

*Zip+4/Postal Code

*Country (if not USA)

*Phone No.

Fax No.

*E-Mail

Emergency Contact

Daytime Phone Number

Evening Phone Number



☐ YES, I require special assistance. SAE will do what is feasible to make its events reasonably accessible to attendees. If you have special accommodation needs, please let us know in advance by checking the box below and attaching a brief description of how we can serve you better. Accommodations requested on site will be provided if possible for us to do so on short notice.

Consent to Use of Images

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 an SAE International event, you consent to the use by SAE International of any photograph or video in which you appear, including for promotional purposes, in print, digital, or other format, without notice or compensation to you.

Please let us know if you have any dietary restrictions and SAE will attempt to accommodate special dietary meals (Gluten Free, Vegetarian, Nut Allergy, Halal, Kosher, etc.) by request here. ☐ No Special Dietary Needs ☐ Please indicate:

See other side for special interests and focuses

DoW Maintenance Symposium-- December 8-11, 2026

Fort Lauderdale, FL

13003

Deadline for discounts and incentives is 11/07/2026

Check the appropriate category:

	Before 11/07/2026	Technical Sessions Only	Technical Sessions & Exhibit	After 11/07/2026	Technical Sessions Only	Technical Sessions & Exhibit	Total
☐ Associated Meetings (promo code required)	Not Avail.	\$ 495	Not Avail.	\$ 595	\$		
☐ Government Employee	\$550	\$650	\$650	\$750	\$		
☐ Military O-4 and Above	\$ 550	\$ 650	\$ 650	\$ 750	\$		
☐ Military O-1 to O-3, Warrant Officers, and E-1 to E-9	\$395	\$ 495	\$495	\$ 595	\$		
☐ Academia	Not Avail.	\$ 650	Not Avail.	\$ 750	\$		
☐ Industry Registrant	Not Avail	\$ 1100	Not Avail.	\$1200	\$		
☐ Industry Display - Limit 2 per 10x10 Exhibit Space	Not Avail.	FREE	Not Avail.	FREE	\$		
☐ Exhibitor ID Required							
☐ Industry Display - Reduced Rate - Limit 2 per 10x10 Exhibit Space	Not Avail.	\$ 800	Not Avail.	\$ 900	\$		
☐ Exhibitor ID Required							
☐ Industry Display - Over Reduced Rate & Free Allotments	Not Avail.	\$ 900	Not Avail.	\$ 1000	\$		
☐ Limit 2 per 10x10 Exhibit Space							
☐ Exhibitor ID Required							
☐ Press (Credentials Required - Contact pr@sae.org prior to registering)	FREE	FREE	FREE	FREE	\$		

Additional Items you could buy:

☐ Tour -Port Everglades Tour #1 9:30 a.m. - \$50	\$	\$
☐ Tour -Port Everglades Tour #2 12:30 p.m. - \$50	\$	\$
☐ Guest Banquet Ticket \$50	\$	\$
☐	\$	\$
Please type special content here	SubTotal	\$
	Total	\$

Registration Packages:

Technical Sessions Only:
Includes access to technical sessions only.

Technical Sessions & Exhibits:
Technical Sessions, exhibits, breakfast, morning and afternoon breaks, lunches, banquet, and reception.

Submitting the Form:

SAE Customer Service:
+1.724.776.4970 or +1.877.606.7323
Fax
+1-724.776.0790

Conditions of Sale:

Payment must accompany this form by November 7, 2026 to receive discounted registration. Registrations received after November 7, 2026 will automatically be charged the on-site price. NO CHILDREN UNDER THE AGE OF 16 PERMITTED. All cancellations must be received by SAE prior to November 7, 2026. A \$50 processing fee will be assessed for each canceled registration that results in a refund. Refunds for special event/meal tickets will not be processed after November 7, 2026. Refunds will not be issued if cancellation occurs on or after November 7, 2026.

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For Bank Wire Information, visit <http://www.sae.org/products/ordinfo.htm#payment>

P21761571



REGISTRATION

SYMPOSIUM AT A GLANCE

TUES, DEC 8

CONTINENTAL BREAKFAST 7:00 – 8:30 a.m.
OSW Opening - DASW(MR) DoW Keynote #1 DoW Keynote #2

BREAK 10:00 – 10:30 a.m.

Portfolio Acquisition Executives Delivering Combat Power Faster 10:30 a.m. – 12:00 p.m.
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NETWORKING LUNCH IN EXHIBIT HALL 12:00 – 1:30 p.m.
--

Weapon Systems Software Summit Kickoff: Organic Capabilities Enterprise	Disrupting Ad-versary Decision Calculus through Logistics Intelligence Fusion	The Readiness Offensive: Proactive Strategies for the Joint Force
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BREAK 3:00 – 3:30 p.m.

Reflections from Previous DoW Leaders	DLA's Modernized Approach to Reducing Readiness Gaps	Maintenance Innovation Challenge
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RECEPTION IN EXHIBIT HALL | 5:00 – 7:00 p.m.

WED, DEC 9

CONTINENTAL BREAKFAST Exhibit Hall 7:00 – 8:00 a.m.
DoW Keynote #3 8:00 – 8:30 a.m.
Senior Logisticians Roundtable 8:30 – 10:00 a.m.

BREAK 10:00 – 10:30 a.m.

Answering the Call to Supercharge the U.S. Defense Industrial Base 10:30 a.m. – 12:00 p.m.

NETWORKING LUNCH IN EXHIBIT HALL 12:00 – 1:30 p.m.
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Revolutionizing Defense Investment – Where Capital Connects to Capability	Reviving Deployable and Intermediate Maintenance	Supply Chain Risk Management: Illumination to Action
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BREAK 3:00 – 3:30 p.m.

Advanced Manufacturing: Panacea...or the Wild, Wild West?	Invisible Logistics, Visible Consequences: How Data Determines Victory	Empowering and Devel-oping the Civilian Talent Pool: Manning the Arsenal of Freedom
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RECEPTION IN EXHIBIT HALL | 5:00 – 6:00 p.m.

SecWar Mx Awards Reception | 6:00 – 7:00 p.m.

SecWar Mx Awards Banquet & Ceremony | 7:00 – 9:00 p.m.

THURS, DEC 10

CONTINENTAL BREAKFAST Exhibit Hall 7:00 – 8:30 a.m.		
Stockpile to Striking Power	Exploiting Advances in Technologies and Capabilities for Sustainment	Integrating Allies and Partners for Co-Sustainment

BREAK 10:00 – 10:30 a.m.

State of Sustainment and Readiness Challenges in the Maritime, Air, and Ground Domains	Revitalizing the Organic Industrial Base – Balancing Statu-tory and Urgency Requirements	Joint Logistics Enterprise
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NETWORKING LUNCH IN EXHIBIT HALL 12:00 – 2:00 p.m.
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DoW Weapon Systems Software Summit and Associated Meeting Opportunities 2:00 – 4:00 p.m.

BREAK - 4:00 – 4:30 p.m.

DoW Weapon Systems Software Summit and Associated Meeting Opportunities 4:30 – 5:00 p.m.

FRI, DEC 11

CONTINENTAL BREAKFAST 7:00 – 8:00 a.m.	
Associated Meeting Opportunities 8:00 a.m. – 5:00 p.m.	Technical Tour Port Everglades Tour1 9:30 a.m. – 1:30 p.m.
BREAK 10:00 – 10:30 a.m.	Technical Tour Port Everglades Tour 2 12:30 p.m. – 3:30 p.m.

Associated Meeting Opportunities 8:00 a.m. – 5:00 p.m.

LUNCH 12:00 – 1:00 p.m.

Associated Meeting Opportunities 8:00 a.m. – 6:00 p.m.

- Awards Event
- Associated Meeting
- Breakout Session
- MLE Exhibit Hall
- Plenary Session
- Tour/Off-Site Event

INDUSTRIAL BASE LEADERSHIP DEVELOPMENT PROGRAM

An External Opportunity for the Maintenance and Sustainment Communities

The Office of the Assistant Secretary of War for Sustainment invites you to apply to attend the Industrial Base Leadership Development Program Course (IBLDP).

The IBLDP endeavors to equip leaders with the knowledge and skills to effectively understand and apply policies, statutes, funding mechanisms, missions, and core competencies critical to managing and sustaining the industrial base, thereby strengthening overall materiel readiness across the Department of War. The format follows a workshop-style course that combines lectures, guest speakers, panels, and interactive exercises. Topics include defense industrial base drivers, defense and service working capital funds, talent management, and more. Key program elements include exposure to experts across organic industrial base, industry, and academia; collaboration across the Joint Force; and sharing and developing strategies to implement best practices.

Attendance is open to senior officers (O5-6), chief warrant officers (CWO2- 5), senior NCOs (E8-9), GS 14-15/NH-IV civilians in key roles, and executive commercial industry equivalents.

The IBLDP course is funded by the Office of the Assistant Secretary of War for Sustainment. Travel costs are the responsibility of the individual's organization. Upcoming courses are scheduled for March, August, and November 2027.

For assistance with the application process or additional information, please e-mail tearah.i.smith.civ@mail.mil or osd.as.ibldp@mail.mil.



Join the maintenance and sustainment communities. Register today.

ENGAGE COLLABORATE INFLUENCE

December 8-11, 2026 | Fort Lauderdale, Florida | sae.org/dow

SAVE THE DATE!

2027 DoW Maintenance Symposium
December 7-10, 2027
Milwaukee, WI