

May 05, 2026

#	Component	Subcomponent	Conference Name	Start Date	End Date	City	State	Country	Mission Impact	Total Number of DoW-Funded Attendees	Total Conference Cost to the DoW
1	Department of the Air Force	Air Combat Command	Department of War OFFICE OF PUBLICATION AND SECURITY REVIEW Summer Leveling Session 2025	8/11/2025	8/12/2025	Langley Air Force Base	Virginia	United States	This Summer Leveling Session provided the new Air Combat Command commander his first opportunity to provide his initial guidance and expectations to his subordinate commanders and senior enlisted leaders at the Numbered Air Force and Wing levels. The timing is critical to level set the force and move forward on increasing readiness and lethality for the Combat Air Forces.	123	\$ 157,440.00
2	Department of the Air Force	Air Combat Command	Realistic Training Review Board	5/13/2025	5/16/2025	Langley Air Force Base	Virginia	United States	The conference socializes finalized primary and secondary missions for all CAF airframes after approval by the Commander of ACC in conjunction with worldwide Combatant Commanders. The conference starts the training cycle by informing CAF operations group commanders.	120	\$ 172,842.00
3	Department of the Air Force	Air Combat Command	2025 Air Combat Command Weather Conference	3/25/2025	3/27/2025	Langley Air Force Base	Virginia	United States	The conference was held to prepare ACC weather forces for high-end readiness to meet the pacing threat and implement the SecAF's Vision for Weather Operations 2024.	164	\$ 178,110.00
4	Department of the Air Force	Air Combat Command	53 Working Group United States Indo-Pacific Command Leadership Immersion	10/22/2024	10/24/2024	Joint Base Pearl Harbor-Hickam	Hawaii	United States	This conference focused on wing senior leader and unit commander engagements to ensure a common understanding of the Pacing Challenge and to focus unity of effort on countering that threat. This conference provided the best opportunity to engage directly with senior PACAF and INDOPACOM leadership, as well as the action officers who are responsible for building and executing current theater combat plans. Additional engagement with State Department representatives was rated excellent by attendees. Correspondingly, it provided PACAF and INDOPACOM leadership and action officers an opportunity to engage directly with operational test leadership to discuss current challenges and gaps and brainstorm possible solutions to those challenges in a classified environment.	66	\$ 180,693.58
5	Department of the Air Force	Air Combat Command	Air Combat Command Fall Conference 2024	10/15/2024	10/18/2024	Joint Base Langley-Eustis	Virginia	United States	This conference will provide ACC leadership (Wing and NAF Commanders and Chiefs, including Guard and Reserve elements) a crosstalk forum to discuss issues that are important to Commanders and Airmen in the field.	234	\$ 380,926.11
6	Department of the Air Force	Air Education and Training Command	Gathering of the Torch Fall 2024	11/13/2024	11/15/2024	Joint Base San Antonio-Lackland	Texas	United States	The Gathering of the Torch allows Commanders across AETC to connect in person for executive-level discussions regarding challenges, successes, and problem-solving collectively. This gathering facilitates the professional development and alignment of COMAETC's priorities, long-term strategy, and vision with key leaders.	205	\$ 236,563.00
7	Department of the Air Force	Air Force Academy	32nd National Character and Leadership Symposium	2/19/2025	2/21/2025	Colorado Springs	Colorado	United States	The National Character and Leadership Symposium (NCLS) is one of the U.S. Air Force Academy's most visible Leader of Character development experiences, providing cadets, faculty, staff, and attendees a focused opportunity to listen, learn, and reflect. Featuring distinguished military members, NCLS serves as a nexus for exploring Leader of Character development concepts. The NCLS 2025 theme of "Warfighters to Win" was rooted in the "Warrior Ethos and the Profession of Arms," guiding discussions on the essence of being a true warrior and developing warfighters equipped to face the challenges of the modern battlefield. Speakers included leaders who shared thought-provoking ideas and inspiring stories of determination and resilience, which fostered meaningful dialogue and provided valuable opportunities to strengthen and cultivate cadets' warrior ethos. We observed stories of taking risks, tackling unique problems, and leading creatively to face unknown adversaries and challenges, ultimately helping us grow as warfighters to win, leaders of character and quality, and critical thinkers to adapt.	176	\$ 430,568.00
8	Department of the Air Force	Air Force District of Washington	Department of the Air Force Personal Property Global Household Goods (GHC) Training Symposium	4/28/2025	5/2/2025	San Antonio	Texas	United States	The purpose of the symposium is to bring together DAF personal property professionals across agencies executing the Department of War Personal Property Program (DP3) to streamline communication and enhance operational readiness. The symposium will prepare personnel for peak season execution, provide a platform to share lessons learned and promote best practices. Subject matter experts will address enterprise concerns, including GHC facilitation and surveillance, training, organizational roles and responsibilities, USTRANSCOM systems training/operation, and other critical DP3 topics.	170	\$ 138,436.38
9	Department of the Air Force	Air Force District of Washington	DoW Mission Partner Environment Summit	8/5/2025	8/7/2025	Brussels	N/A	Belgium	The Mission Partner Environment Summit focused on current capabilities, ongoing development activities, and future modernization efforts with the goal of prioritizing and overseeing progress of the following initiatives established by the DoW CIO to enable enterprise capabilities: Global Network Operations and Security Center (GNOSC), Zero Trust (ZT)/Identity, Credential, and Access Management (ICAM), and Cloud/Gateway Implementation.	31	\$ 142,685.56
10	Department of the Air Force	Air Force Materiel Command	Air Force Installation and Mission Support Center Mission Support Leadership Summit - Fall 2024	10/30/2024	11/1/2024	San Antonio	Texas	United States	Focusing on mission support in Great Power Competition, the summit fostered collaboration and open dialogue as attendees got the latest information about AFIMSC initiatives and discussed important trends and issues affecting their missions.	180	\$ 117,699.64
11	Department of the Air Force	Air Force Materiel Command	A3/6 - 2025 Air Force Material Command Flight Operations Summit	2/25/2025	2/26/2025	Fort Walton Beach	Florida	United States	The Flight Operations Summit is mandated by AFI 11-202V2 AFMC Supplement paragraph 2.3.2.3. The purpose of the Summit is to enhance flight operations through a command-wide forum for policy and process improvement, lessons learned and best practices, flight safety, senior leader engagement, and feedback to the AFMC staff. The target audience is AFMC/A3, AFMC/A3V, Flight Operations Authorities, Squadron Commanders, Director of Operations, Command Chief Pilots, ADOs/key unit personnel/SMEs, and contract operators.	150	\$ 155,084.00
12	Department of the Air Force	Air Force Materiel Command	School Liaison Program Managers Professional Development Week (CONUS, USAFE and GSU Region)	12/9/2024	12/13/2024	San Antonio	Texas	United States	The DoW's requirement for specific training for School Liaisons is instrumental in ensuring that they are well-prepared to address the distinctive needs of military-connected students. This training not only facilitates compliance with legal mandates but also empowers School Liaisons to provide targeted, effective support that maximizes the educational experience and success of these students.	85	\$ 283,813.76
13	Department of the Air Force	Air Force Materiel Command	2024 Air Force Installation and Mission Support Center Budget Officer Summit	11/19/2024	11/21/2024	San Antonio	Texas	United States	The conference presents a cost-effective opportunity to train a wide array of base-level financial managers. There are more than 17 Financial Management (FM) subject matter areas to be covered during this four-day interactive training curriculum.	244	\$ 284,842.82
14	Department of the Air Force	Air Force Materiel Command	Air Force Services Center - Department of the Air Force Child and Youth Programs Training & Curriculum Specialist Summit	1/13/2025	1/17/2025	San Antonio	Texas	United States	Child and Youth Programs Training & Curriculum Specialists provide essential oversight to mission-critical childcare at each DAF installation. These individuals faced numerous challenges over the last few years, maintaining operations throughout the pandemic and rebuilding the programs through targeted recruitment and retention. This event provided essential training with an emphasis on increasing protective measures to build skills to support staff in combating potential neglect or maltreatment and addressing challenging behaviors. Training, as required by DoWI 6060.02, was provided to increase competencies, skills and abilities for all T&Cs to best support the professional development of program assistants, increase capacity in Child Development Programs and ensure quality, safe, stable, and nurturing relationships for children and youth.	193	\$ 315,931.44
15	Department of the Air Force	Air Force Materiel Command	2024 Planning + Programming Workshop	10/22/2024	10/24/2024	San Antonio	Texas	United States	The P+P Workshop is a cost-effective way to provide training and professional development in collaboration with Air Staff, AFIMSC, AFCEC, and the Portfolio Optimization element personnel at the base level in an interactive environment. Attendees gain an understanding of current civil engineering regulations or policies, receive technical information to improve compliance, and increase problem-solving skills to become more effective at their jobs, thereby enhancing the DAF and DoW civil engineering mission.	300	\$ 383,890.75

Fiscal Year 2025 Department of War Conference Report

Current as of April 06, 2026

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16	Department of the Air Force	Air Force Materiel Command	2025 Air Force Facilities Engineering Training and Partnering Symposium	2/25/2025	2/27/2025	San Antonio	Texas	United States	The purpose of the symposium is to provide best practices, lessons learned, on-the-job training, and proven case studies to all those involved in the Air Force design and construction project lifecycle. The symposium serves to bring together approximately 385 in-person and 415 virtual attendees to communicate program initiatives with lessons learned from Headquarters AF to base-level civil engineers (CE), and offers the CE community the tools and approaches to manage AF projects in support of execution goals established by leadership at the policy level.	559	\$ 497,991.94
17	Department of the Air Force	Air Force Materiel Command	2025 Financial Services Office World-Wide (FSO WW)	2/10/2025	2/13/2025	San Antonio	Texas	United States	AFIMSC/FMF has hosted the Financial Services Officer (FSO) Worldwide for finance experts across the Air Force for several years with successful turnout of about 300 attendees from across the enterprise. This conference is used as an opportunity to address Air Force FM-wide issues, training, and mission enhancement especially as our workforce returns to pre-Covid norms. The FSO Worldwide Conference has been impactful by allowing financial managers in the field to hear directly from Senior Air Force leaders on topics that impact their home-station mission. On this rare occasion, the conference serves its purpose to provide a cohesive and engaging peer-to-peer environment to enhance the skills and abilities of personnel in the financial management/services community to meet the challenges that base-level finance offices are experiencing. There will be discussion on an estimated 17 Financial Services subjects, including speaking sessions from senior leaders from SAF, AFIMSC, DFAS, and AFPC.	303	\$ 492,750.00
18	Department of the Air Force	Air Force Reserve Command	A3 Current Year 25 Career Enlisted Aviator Conference	8/18/2025	8/22/2025	Colorado Springs	Colorado	United States	Provide Enlisted Aviator direction to the AFR Field.	185	\$ 318,977.00
19	Department of the Air Force	Air Force Reserve Command	A2 2025 Intelligence, Surveillance, and Reconnaissance Expo	4/4/2025	4/6/2025	Andrews Air Force Base	Maryland	United States	Provides AFR strategic direction for the entire AFRC ISR portfolio.	280	\$ 325,640.00
20	Department of the Air Force	Air Force Reserve Command	10 Air Force Combat Planning Conference	4/6/2025	4/10/2025	Fort Worth	Texas	United States	This conference sets the NGREA allocation priorities for the 10th Air Force. This provides AFRC background on how best to prioritize NGREA among ANG.	280	\$ 660,000.00
21	Department of the Air Force	Air Mobility Command	Air Mobility Command Technology Acquisition, and Sustainment Review 2025	8/20/2025	8/22/2025	Scott Air Force Base	Illinois	United States	Brought AFMC, HAF/AQ and AMC leadership together to talk sustainment, acquisitions and resources to improve the mobility fleet, and make decisions for the current and future health of the mobility enterprise. The Technology, Acquisition, and Sustainment Review (TASR) goal is to meet with each supported MAJCOM every 12 months to discuss mission requirements and how acquisitions stakeholders support them. This forum is an annual opportunity to discuss mission/product supportability, capability development, future advanced technology, and mission support issues. The overarching 2025 theme was "Building Towards the Future: Viable, Connected, and Survivable." The TASR facilitated face-to-face dialogue between SAF/AQ, AMC/CC, AFMC/CC, and other senior Air Force leadership, enabling informed operational, programmatic, and policy decisions. The dialogue also vectored the allocation of resources to address and resolve AMC's highest-priority technology, acquisition, and sustainment challenges.	137	\$ 103,860.11
22	Department of the Air Force	Air Mobility Command	Squadron Leadership Course 25-2	3/24/2025	3/28/2025	Scott Air Force Base	Illinois	United States	Required course for first-time Squadron Command teams within AMC. It allows them and their spouses to get an understanding of AMC, meet with AMC senior leadership and get vital tools crucial to a successful squadron command tour.	72	\$ 117,922.50
23	Department of the Air Force	Air Mobility Command	Squadron Leadership Course 25-1	1/27/2025	1/31/2025	Scott Air Force Base	Illinois	United States	Required course for first-time Squadron Command teams within AMC. It allows them and their spouses to get an understanding of AMC, meet with AMC senior leadership and get vital tools crucial to a successful squadron command tour.	80	\$ 121,923.79
24	Department of the Air Force	Air Mobility Command	Fall Rally	10/16/2024	10/18/2024	Scott Air Force Base	Illinois	United States	Allows COMAMC to meet with AMC senior leaders, AD and Total Force wing command teams to engage in strategy, priorities, and warfighting abilities of the command.	115	\$ 167,291.53
25	Department of the Air Force	Air Mobility Command	Air Mobility Command High Flight	5/27/2025	5/29/2025	Scott Air Force Base	Illinois	United States	This course provides valuable professional development for CGOs, NCOs, and civilians. It allows them to get mentorship and perspective from AMC senior leaders and deep dive into AMC strategy and priorities.	138	\$ 192,026.60
26	Department of the Air Force	Air Mobility Command	Operational Support Airlift / Executive Aircraft Working Group	10/23/2024	10/24/2024	Scott Air Force Base	Illinois	United States	This working group provides a forum for stakeholders to develop, discuss, and recommend mission communications (including data, voice, and video) improvement strategies, based on validated and other requirements, for the OSA/EA fleet through capabilities-based planning.	66	\$ 212,742.02
27	Department of the Air Force	Air Mobility Command	2025 A4 Maintenance Group/Master Sergeant (MXG/MSG) Leadership Summit	4/29/2025	5/1/2025	Scott Air Force Base	Illinois	United States	The conference brings together Group Commanders and Senior Enlisted Leaders from the logistics fields to share and gain insights into Air Force initiatives, security posture, and installation and facilities. It provides a venue to facilitate a crossflow of information, best practices, enhancements to local readiness and innovation that will prepare us for the high-end fight of tomorrow.	130	\$ 296,041.30
28	Department of the Air Force	Air Mobility Command	PHOENIX Spring Rally	5/13/2025	5/15/2025	MacDill Air Force Base	Florida	United States	Allows COMAMC to meet with AMC senior leaders, AD and Total Force wing command teams to engage in strategy, priorities, and warfighting abilities of the command.	226	\$ 297,643.45
29	Department of the Air Force	Air Mobility Command	Air Mobility Command Weapons and Tactics Conference	8/18/2025	8/28/2025	Nellis Air Force Base	Nevada	United States	The 2025 MAF WEPTAC will allow Air Mobility Command to focus heavily on the analysis and debrief of Ultimate Distribution/Mobility Guardian 2025, REFORPAC, and Bamboo Eagle. The event will tackle critical lessons observed to develop and refine TTPs empowering MAF integration in an INDOPACOM fight. In addition, the event will immediately shape the FY26 AMC Commander's Training Guidance, influencing exercise priorities and Desired Learning Objectives for FY26 Exercises. Specific topic focus was on: Tanker CONOPs & EMCON Development, Sensitive Movement at Scale, Air Mobility Team (GAMSS) Integration and Aircrew Roles, C-sUAS Capability Requirements for GAMSS and DCWs, Contingency Drops to Open Area DZs (C-17 & C-130), Aircraft-Centric Counter Drone TTP, Using AMC Secure Connectivity Solutions to Provide Imminent Threat Warnings, AMC Contingency Intelligence Network Realignment in the Pacific, C-5 Tactical Datalink/Connectivity, and Aeromedical Evacuation D-DIL Communications Solution.	324	\$ 1,115,585.80
30	Department of the Air Force	Air Mobility Command	Airlift/Tanker Association	10/31/2024	11/3/2024	Grapevine	Texas	United States	The A/TA Annual Convention, Symposium and Technology Exposition takes place in the fall every year. It provides the opportunity for multiple days of meetings and seminars with a focus on professional education and advancing the needs of air mobility in the US and for our Allies around the world. In conjunction with the Convention, the Technology Expo consists of about 100 A/TA industry partners in order to provide attendees with an opportunity to learn about the latest technology and services available to support air mobility missions.	1000	\$ 3,000,000.00
31	Department of the Air Force	Headquarters Air Force	Aircrew Summit 2024	12/9/2024	12/13/2024	Andrews Air Force Base	Maryland	United States	The purpose of the conference is for SecAF, CSAF, and VCSAF, along with the MAJCOM CCs and HAF directorates, to get together and discuss the current state of operations, challenges, and opportunities. The conference will enable the appropriate decision makers from disparate time zones to come together and jointly discuss and establish a way forward on matters such as Digital Transformation, Force Generation, and Undergraduate Pilot Training Future Planning.	160	\$ 104,004.00
32	Department of the Air Force	Headquarters Air Force	CORONA South	6/9/2025	6/12/2025	Joint Base Andrews	Maryland	United States	CSAF's premier strategic conference with HAF, MAJCOM, and NAF leadership. This summit acts as a decision forum for USAF matters and discussion of Department-level guidance. CORONAs traditionally follow DAF Summits. This event included a TTX event in USSOCOM Decision Support Center (DSC).	49	\$ 267,000.00

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33	Department of the Air Force	Headquarters Air Force	2025 Department of the Air Force (DAF) Chaplain Corps Summit	8/10/2025	8/15/2025	Washington	District of Columbia	United States	The mission of the Chaplain Corps Summit is to enhance readiness throughout the Chaplain Corps. Chaplain Corps members play a critical role in enhancing the well-being and spiritual readiness of service members. Conferences such as the Summit provide an opportunity for significant collaboration among Chaplain Corps leaders to share and exchange best practices and bright ideas to ensure our Nation's Airmen and their families are ready for the fight.	350	\$ 322,905.00
34	Department of the Air Force	Headquarters Air Force	Space Test Summit	4/22/2025	4/24/2025	Nellis Air Force Base	Nevada	United States	The Space Test Summit provides the only large Space Test forum allowing the community to freely discuss annual test objectives, strategies and policies under a temporary blanket Special Program Access portfolio, allowing free exchange of test activity information and significantly reducing the risk of unintentional disclosures.	210	\$ 350,000.00
35	Department of the Air Force	Headquarters Air Force	Department of the Air Force Information Technology and Cyberpower Education & Training Event	8/25/2025	8/27/2025	Montgomery	Alabama	United States	This event affords senior leader opportunities to share policy and vision while stimulating vital crosstalk in direct support of the DAF mission.	2102	\$ 495,856.00
36	Department of the Air Force	U.S. Space Force	University Partnership Days (UPP)-Two Day Event	10/31/2024	11/1/2024	Washington	District of Columbia	United States	A two-day event targeted to bring USSF education leaders together with space-related private industry and civilian academic institutions who would present overviews of current initiatives and programs that would be pertinent to Guardians' education, to include specific course offerings that are not currently in the existing SF curriculum. Impact if not funded: USSF will not advance in key education innovation efforts by liaising with external academic and industry partners to efficiently develop Guardians with the goal of optimization for Great Power Competition. Funding this requirement will ensure the execution of key task (3.9.4) in Space Training and Readiness Command's FRAGORD to OPORD prioritization.	210	\$ 151,146.00
37	Department of the Army	Army Forces Command	101st Airborne Division (Air Assault) Eagle Rendezvous Senior Leaders Conference (ERSLC) VI	11/13/2024	11/15/2024	Nashville	Tennessee	United States	The event is designed to discuss the division's Transformation in Contact (TiC) and its four key areas: accelerating ARSTRUC, command and control (C2) fix, integrating emerging technology, and exploring MBCT/LBCT construct prototypes. The event will be essential in shaping the next fiscal year, ensuring all leaders are aligned on key transformation objectives, and providing necessary guidance to prepare the division. Failure to conduct this event may affect how the Division CG communicates his intent, vision, and guidance to his subordinate commanders and CSMs.	105	\$ 123,824.47
38	Department of the Army	Army Materiel Command	Command Counsel's 2025 Continuing Legal Education (CLE) Program	1/13/2025	1/17/2025	Louisville	Kentucky	United States	Provide legal education to Army attorneys to remain in good standing with their state bars, a condition of employment with AMC.	250	\$ 397,362.09
39	Department of the Army	Army Training and Doctrine Command	Aviation Senior Leader Forum	1/27/2025	1/30/2025	Fort Novosel	Alabama	United States	The Aviation Center of Excellence (AVNCOE) is the only CoE required by regulation to have a forum; IAW AR 95-1, Aviation Flight Regulations, para 4-42, Army Aviation senior leaders meet annually to review issues affecting the capability of commanders to perform missions with aviation assets. The forum chairman is the CG, AVNCOE. Membership consists of aviation unit commanders (O6 and above); senior warrant officers; command sergeants major; ACOM, ASCC, DRU, the ARNG aviation officers; and other persons designated by the chairman. Additionally, aviation is the only branch that has a three-person command team, due to the inclusion of our Command Chief Warrant Officers, increasing Brigade command team travel costs by 30 percent compared to other CoEs. With a focus on mitigating risk and readiness, it is essential that the key leaders listed above attend in order to synchronize branch operations and lessons learned. It is also essential that our key aviation leaders hear directly from our key Army leaders on Current and Future Operations, Training, and Leadership Development. USAACE will assemble leaders from HQDA, FORSCOM, TRADOC, CAC, USASOAC, DAMO-AV, AMCOM, PEO-Aviation, the Combined Training Centers, and sister CoEs to address the near, short, and long-term warfighting issues. A forced reduction of numbers due to a reduced budget will prevent the unit's Command Sergeant Major and/or the Command Chief Warrant Officer from attending the conference; both of whom are key leaders in the Aviation unit and bring separate responsibilities to the risk mitigation and readiness efforts.	132	\$ 141,131.84
40	Department of the Army	Army Training and Doctrine Command	2025 Sustainment Warfighting Forum	5/4/2025	5/10/2025	Fort Gregg-Adams	Virginia	United States	The purpose of the Sustainment Warfighting Forum is to maximize integration among key sustainment senior leaders at the 3-star level and below to discuss critical issues impacting the future of the Sustainment Warfighting Function (WfF). The forum's events provide the community of interest the opportunity to synchronize initiatives, cultivate a shared understanding across commands, and promote dialogue across the sustainment enterprise.	234	\$ 309,798.98
41	Department of the Army	Army Training and Doctrine Command	Maneuver Warfighter Conference	9/9/2025	9/11/2025	Fort Benning	Georgia	United States	Every year the MWfC provides an infusion of senior leader professional development for our junior leaders, lieutenants, and captains – the future platoon leaders and company commanders of our maneuver force. The value of this conference is immeasurable and essential to Strengthening the Army Profession. The annual Maneuver Warfighter Conference (MWfC) remains the prominent platform for conveying transformation actions (Current, Future) across the US armed forces by uniting the Army's top maneuver minds to drive innovation, address current needs, and shape the force of 2040.	314	\$ 463,162.00
42	Department of the Army	Headquarters, Department of the Army G-3/5/7	Army Profession Forum (Small Group)	12/12/2024	12/12/2024	Arlington	Virginia	United States	Both the invitee list and the agenda were approved by the CSA. The topics discussed were of strategic significance, such as Transformation in Contact and Total Army Analysis, to the Total Army. It was the assessment of the Army Senior Leaders in attendance that the event was of significant benefit.	153	\$ 274,137.40
43	Department of the Army	Headquarters, Department of the Army G-8	Army Operation Research Symposium	9/22/2025	9/25/2025	Aberdeen Proving Ground	Maryland	United States	AORS brings together the Army analytic community for its annual conference. The conference provides attendees a professional, collaborative environment for highlighting recent analytical and research efforts. Additionally, the conference allows Army operations research and systems analysts (ORSAs) to meet with their colleagues; present their work; and exchange professional knowledge, experiences, and insights.	105	\$ 133,755.75
44	Department of the Army	Headquarters, Department of the Army G-8	2024 Interservice/Industry Training, Simulation and Education Conference (I/ITSEC)	12/2/2024	12/6/2024	Orlando	Florida	United States	The I/ITSEC is the premier worldwide training, simulation, and training systems industry conference. The conference enables active participation in numerous congressional and senior level meetings, paper presentations, editorials, and education sessions that are directly applicable to Functional Area (FA) 57 and civilian Modeling and Simulation (M&S) professionals. This conference fosters networking with government, industry, and academia. This annual event highlights simulation, education, modeling, and training technology and is one of the most cost-effective ways for the exchange of information among the industry, military, and academic communities. This conference provides education, training, collaboration, and professional development for FA57s and the civilian M&S workforce as they are responsible for providing M&S subject matter expertise in support of Army readiness and modernization efforts. For our Army to succeed in the future operating environment, our M&S professionals must be armed to enable readiness and modernization to help ensure a sustainable strategic path in support of the Army of 2030. The Army's FA57 officers specifically provide critical skills to commanders across all echelons. Their unique capabilities are critical to the Army's and Joint Force's ability to generate readiness, support modernization, and enable data-driven decisions at all levels of warfare. The FA57s provide leaders at all levels the ability to make thousands of decisions against an adaptive enemy in preparation for future conflicts. Additionally, FA57s provide commanders with adaptive, iterative, and realistic training that is less resource intensive.	38	\$ 138,119.00

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45	Department of the Army	U.S. Army Corps of Engineers	2025 Military Stakeholder Summit (SAS)	2/25/2025	2/28/2025	Savannah	Georgia	United States	This conference will ensure our stakeholders are familiar with the support capabilities of the district, discuss current processes and potential process improvements, assure quality services are being provided to all stakeholders, and address any stakeholder concerns. At the conclusion of the event, a shared vision for current support and future actions will be attained.	141	\$ 125,541.21
46	Department of the Army	U.S. Army Office of the Provost Marshal General	2025 Military Working Dog Leadership and Training Symposium	4/26/2025	5/6/2025	Alpena	Michigan	United States	The event facilitated an evaluation of current MWD Program training, enhancing team skillsets essential for maintaining both law enforcement and large-scale combat operation capabilities, in accordance with AR 190-12. MWD teams consistently train on and certify proficiency in mission-essential skills.	224	\$ 441,931.07
47	Department of the Navy	Marine Corps - Marine Forces South	Marine Leaders of the Americas Conference (MLAC) 2025	8/3/2025	8/7/2025	Washington	District of Columbia	United States	The Marine Leaders of the Americas Conference (MLAC) is a gathering convening senior naval infantry leaders from across the Western Hemisphere and other key partners who share interests in the region. The forum establishes a unified platform where regional commandants and senior naval infantry officials can deliberate on shared security challenges facing the Americas while countering CCP influences.	171	\$ 252,356.56
48	Department of the Navy	Navy - Naval Safety Center	33rd Joint Safety and Environmental Professional Development Symposium	4/21/2025	4/25/2025	Online	N/A	United States	NAVSAFENVTRACEN hosts an annual Joint-Service Safety and Environmental Professional Development Symposium (PDS). This event/venue provides Joint-Service professionals (military & civilian) continuing education necessary to meet OPNAV M-5100.23 training requirements and maintain professional certifications.	3095	\$ 166,148.16
49	Department of the Navy	Navy - Naval Sea Systems Command	2025 Undersea Warfare Fall Conference	9/15/2025	9/17/2025	Groton	Connecticut	United States	The purpose of this conference is multifold: to facilitate technical exchange between the technical community, industry, and the Fleet; to gain insight into the latest requirements and developments in Undersea Warfare (USW); to counter submarine and mine threats; and to address power protection from the sea.	221	\$ 238,791.00
50	Department of the Navy	Navy - Naval Supply Systems Command	2024 Supply Corps Senior Leadership Symposium	11/19/2024	11/22/2024	Leesburg	Virginia	United States	The conference increased all participants' knowledge of Chief of Supply Corps' vision/guidance, Pacific Fleet (PACFLT) requirements, and strategic guidance for operational logistics worldwide. Also, participants had the opportunity to meet with mentors to discuss career decisions.	229	\$ 410,919.85
51	Department of the Navy	Secretariat - Assistant Secretary of the Navy (Financial Management & Comptroller)	East Coast Comptroller Seminar	11/18/2024	11/19/2024	Norfolk	Virginia	United States	Opportunity to bring Echelon 1 through 4 comptroller staff for lessons learned and best practices.	398	\$ 465,291.00
52	Department of the Navy	Secretariat - Department of the Navy Chief Information Officer	Department of the Navy IT Conference West Coast 2025	1/27/2025	1/30/2025	San Diego	California	United States	The purpose of the DON IT conference is to share information about supporting and delivering the Information Superiority Vision 2.0 (ISV). It aims for the DON to best align with the ISV 2.0's strategic objectives of Modernizing our Infrastructure, Innovating and Deploying New Capabilities, and Defending our Information, as well as aligning with the ISV strategic assets of Leveraging our Data to Drive Advantage and Empowering our Digital Workforce. The conference also encourages the Department to remain aggressive in its innovation and best-value IT/cyberspace solutions. Furthermore, it provides training that offers continuous learning credits and gives the DON IT community the opportunity to hear directly from DON IT leadership and engage with their peers, allowing them to obtain clarifying information and insight into solutions to IT challenges.	500	\$ 248,852.00
53	Department of the Navy	Secretariat - Naval Inspector General	2025 Naval Inspector General Training Symposium	6/23/2025	6/26/2025	Annapolis	Maryland	United States	Aligned with maintaining a lethal and ready force, enforcing standards, and restoring good order and discipline - the 2025 Naval Inspector General Training Symposium was Mission Essential. IAW SECNAVINST 5430.57H, NAVIG conducted professional development and training for the NAVIG Enterprise supporting certification and credentialing of Navy IG investigators and inspectors.	185	\$ 231,919.24
54	Joint Chiefs of Staff	Component Level - JCS	2025 In-Person Common Operational Picture Working Group Conference	9/8/2025	9/12/2025	Doral	Florida	United States	The COP WG serves as the annual interagency stakeholders' meeting required by CJCSI 3265.01A, Command and Control Governance and Management. This mission critical working group supports DoW strategy to maintain a robust interoperable information-sharing technical framework capable of maintaining Global Command and Control (C2) for the Secretary of War and the Chairman of the Joint Chiefs of Staff. Working group participants include representatives from the Combatant Commands, the Joint Staff, the Services, Combat Support Agencies, the Coast Guard, and FVEY coalition partners. The 2025 COP WG will focus on current sustainment and synchronization efforts, training, and standardization of DoW C2 systems of record for optimal situational awareness and targeting. The meeting will address modernization milestones, scope, and goals for development of C2 systems of record. This WG provides subject matter experts a forum to discuss implementation of GCCS-J v6.1.x, impending sunset of GCCS-J v6.0.x, requirements for the GCCS-J Web Client, alignment with CJADC2, and a prioritized stakeholder vote of new C2 technology capability requirements for the C2 system of record.	170	\$ 137,911.98
55	National Guard Bureau	Air National Guard	Enlisted Field Advisory Council (EFAC)	12/10/2024	12/11/2024	Joint Base Andrews	Maryland	United States	The purpose and objective of the EFAC meeting is to keep the Director of the Air National Guard (DANG) aware of issues in the field.	53	\$ 106,685.05
56	National Guard Bureau	Air National Guard	2024 Senior Munitions and Weapons Manager's Workshop	11/19/2024	11/22/2024	Savannah	Georgia	United States	The event is critical to mission success, program sustainment, and preparation for current initiatives revolving around Air Force Generation and Agile Combat Employment.	102	\$ 144,881.25
57	National Guard Bureau	Air National Guard	2025 Air National Guard Wing Leadership Conference	4/23/2025	4/24/2025	Knoxville	Tennessee	United States	The purpose of the WLC is to provide face-to-face discussions on implementing strategic objectives, current Fiscal Year and program objective memorandum execution, and the health of Air National Guard members and their families.	233	\$ 277,372.86
58	National Guard Bureau	Air National Guard	2025 Senior Leader Fly-In	8/6/2025	8/7/2025	Fort Myer	Virginia	United States	The purpose and objective of the SLFI is to provide face-to-face discussions in a classified setting on long-term strategic issues; to align senior leaders on the current strategic environment and priorities; to discuss ways forward to solve future challenges that impact the Air National Guard; to develop solutions to current and future strategic problems that will ultimately strengthen the Total Force's ability to meet growing National Defense Strategy demands; to review key policy updates; to provide critical guidance on the Air National Guard's vital role in the Air Force initiative to optimize the Total Force for Great Power Competition; to discuss Air Force Generation; and to examine Air Staff implementation.	195	\$ 309,277.80
59	National Guard Bureau	Air National Guard	Operational Alignment Comm & Cyber Symposium	7/21/2025	7/23/2025	Phoenix	Arizona	United States	The purpose and objective of the workshop is to provide ANG units the latest training, resources, and opportunity to successfully meet all mission requirements, safeguard regulatory compliance, and ensure the effective stewardship of all ANG information technology in support of the warfighter and weapon systems.	270	\$ 383,384.00
60	National Guard Bureau	Air National Guard	2024 Air Reserve Component Weapons and Tactics Conference	10/21/2024	10/25/2024	Tucson	Arizona	United States	Objective of identifying critical capability shortfalls for Air National Guard (ANG) weapon systems and missions.	295	\$ 472,062.00
61	National Guard Bureau	Army National Guard	NEW G-3 ORIENTATION	10/22/2024	10/23/2024	Arlington	Virginia	United States	Provide an interactive training forum with newly identified State G-3s to discuss key ARNG initiatives and required sourcing of events that are focused on generating and sustaining readiness across the force.	50	\$ 100,090.78
62	National Guard Bureau	Army National Guard	Army National Guard Multi System Transformation Advisory Group Conference	4/14/2025	4/18/2025	Kingwood	Virginia	United States	This conference is focused on providing training and a forum to generate better standardization across the 54 System Chiefs and non-commissioned officers (NCOs) regarding Human Resource Information Systems (HRIS).	78	\$ 102,504.12
63	National Guard Bureau	Army National Guard	Fall Military Personnel Office Orientation Course (MILPO)	11/5/2024	11/7/2024	Arlington	Virginia	United States	This course provides comprehensive guidance and synchronization across G-1 leaders and personnel, incorporates key stakeholder input, and provides the opportunity and venue to prioritize their requirements.	94	\$ 103,588.36

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#	Component	Subcomponent	Conference Name	Start Date	End Date	City	State	Country	Mission Impact	Total Number of DoW-Funded Attendees	Total Conference Cost to the DoW
64	National Guard Bureau	Army National Guard	Chief of Staff Advisory Council	11/19/2024	11/21/2024	Arlington	Virginia	United States	The ARNG Chief of Staff Advisory Council is held annually to provide a forum for the Army National Guard (ARNG) and National Guard Bureau (NGB) to mutually focus on readiness and how best to support the work of Soldiers throughout the 54 States, Territories, and District of Columbia.	54	\$ 105,757.22
65	National Guard Bureau	Army National Guard	Behavioral Health Training Event	4/28/2025	5/1/2025	San Antonio	Texas	United States	The Behavioral Health Training Event (BHTE) is a mission-critical event to support the continued resiliency and readiness of our force.	71	\$ 107,454.99
66	National Guard Bureau	Army National Guard	G2 Annual Conference	3/4/2025	3/5/2025	Fort Leavenworth	Kansas	United States	The purpose of the Military Intelligence (MI) workshop is to inform, engage, and synchronize. ARNG G2 staff will synchronize with the 54 States, Territories, and District of Columbia senior intelligence leaders about modernizing efforts to set the force for 2030.	133	\$ 116,161.46
67	National Guard Bureau	Army National Guard	Request to Attend the Army Aviation Association of America Cribbins Readiness Conference	11/11/2024	11/13/2024	Huntsville	Alabama	United States	The 2024 AAAA Cribbins Readiness Conference is one of the largest Aviation expositions and professional development forums focused on the Army Aviation community's warfighting impact on the Army, Joint, and International Forces.	90	\$ 125,409.88
68	National Guard Bureau	Army National Guard	State Army Aviation Officer and Facility Commanders Conference	2/19/2025	2/20/2025	Arlington	Virginia	United States	The annual SAAO Orientation Course provides new SAAOs regulatory training for all aviation operations and aviation support functions.	57	\$ 126,392.58
69	National Guard Bureau	Army National Guard	Texas Army National Guard Annual Training and Awards Ceremony	8/7/2025	8/9/2025	San Antonio	Texas	United States	Texas State-Level Event.	239	\$ 141,628.70
70	National Guard Bureau	Army National Guard	The Facilities Engineering and Environmental Advisory Council (FEEAC)	3/4/2025	3/6/2025	Austin	Texas	United States	The course emphasizes scenario-based instruction to reflect the daily responsibilities of the CFMO teams, enabling an understanding of their responsibilities.	94	\$ 144,951.09
71	National Guard Bureau	Army National Guard	Military Personnel Officers (MILPO) Training Symposium	2/18/2025	2/21/2025	North Little Rock	Arkansas	United States	The MILPO Training Symposium will provide comprehensive guidance and synchronization across G-1 leaders and personnel.	154	\$ 146,331.84
72	National Guard Bureau	Army National Guard	Green Tab Commanders Conference	1/10/2025	1/12/2025	North Little Rock	Arkansas	United States	The conference is a forum for division and modification table of organization and equipment brigade command teams (Commander and Command Sergeant Major) to discuss leader requirements and interests.	303	\$ 147,203.41
73	National Guard Bureau	Army National Guard	Collective Training Seminar	8/14/2025	8/19/2025	North Little Rock	Arkansas	United States	The DARNG approved concept allows Senior Leaders across the Army National Guard (ARNG) to develop solutions and synchronize lines of effort across all 27 Brigade Combat Teams (BCT), in order to meet manning shortfalls in FY26 through FY29 Collective Training rotations (Collective Training Centers (CTC), Warfighter Exercises (WFX), Combat Readiness Exercise (CRX)).	183	\$ 157,802.25
74	National Guard Bureau	Army National Guard	Army National Guard Medical Team Conference	4/13/2025	4/17/2025	Little Rock	Arkansas	United States	The conference offers relevant medical updates on pressing issues in ARNG medicine and provides our medical leaders an opportunity to discuss initiatives and the strategic way forward for our medical community.	229	\$ 199,101.50
75	National Guard Bureau	Army National Guard	Request to Attend the Army Aviation Association of America Mission Solution Summit	5/14/2025	5/16/2025	Nashville	Tennessee	United States	The Army Aviation Mission Solutions Summit provides a venue for coordination and discussion on critical aviation topics that span all Components of the Army.	126	\$ 221,476.64
76	National Guard Bureau	Army National Guard	G6 Leaders Workshop & Information Management Advisory Council Conference	2/25/2025	2/27/2025	Phoenix	Arizona	United States	This annual conference enables the ARNG Chief Information Officers (CIO)/G-6 to communicate the ARNG Information Technology (IT) strategic direction, meet with State G-6/J-6 personnel, and discuss State IT issues.	219	\$ 363,017.29
77	National Guard Bureau	Army National Guard	2025 Directors Strength Maintenance Conference (DSMAC)	3/11/2025	3/13/2025	Houston	Texas	United States	The annual DSMAC gathers the ARNG Recruiting and Retention Force to meet and discuss organizational challenges impacting the operational effectiveness of the Force and address ways to increase overall accessions in the coming fiscal year through tailored training and panel discussions.	287	\$ 427,952.96
78	National Guard Bureau	Army National Guard	Synchronization and Resourcing Conference	2/3/2025	2/6/2025	North Little Rock	Arkansas	United States	Key Synchronization event for the 54 G3s, their staff, and ARNG Staff to adjudicate issues across the modernization, training, and operational lines of effort.	414	\$ 475,177.76
79	National Guard Bureau	Army National Guard	Safety and Standardization Conference	12/10/2024	12/12/2024	Mobile	Alabama	United States	The conference will provide training, discuss issues, solutions, best practices, and collectively establish future courses of action for program enhancement and expectations for achieving fiscal year end goals and meet the DARNG's priorities to develop a deployable, sustainable, and interoperable force.	415	\$ 618,433.65
80	National Guard Bureau	NGB-JOINT STAFF	2025 United States Property and Fiscal Officer (USPFO) National Workshop	4/22/2025	4/24/2025	Milwaukee	Wisconsin	United States	The goal of this workshop is to provide a forum for the Vice Chief National Guard Bureau and his representatives to deliver strategic guidance to United States Property and Fiscal Officers that reinforces their critical nature as agents of the Chief National Guard Bureau.	76	\$ 130,845.25
81	National Guard Bureau	NGB-JOINT STAFF	National Guard Bureau Enlisted Advisory Council 4th Quarter Meeting and Junior Enlisted Leadership Training	11/7/2024	11/8/2024	Arlington	Virginia	United States	The NGEAC is vital in providing recommendations, guidance, oversight, and solutions on matters affecting policy, plans, programs, and resources of the Joint Force.	85	\$ 161,001.90
82	National Guard Bureau	NGB-JOINT STAFF	36th Annual Language Conference and 7th Annual Best Linguist Competition	2/6/2025	2/7/2025	Salt Lake City	Utah	United States	The purpose of this conference is to discuss solutions to national level matters within the military intelligence and linguist communities across the National Guard and throughout the force.	224	\$ 434,811.76
83	OSW - Under Secretary of War (Acquisition & Sustainment)	Asst Secretary of War (Acquisition)	United States Indo-Pacific Command Critical Infrastructure Cybersecurity Workshop Part II	10/28/2024	11/1/2024	Honolulu	Hawaii	United States	The Department of War (DoW) Office of the Under Secretary of War for Acquisition and Sustainment (OUSW(A&S)) Cyber Warfare Directorate (CWD) led the design, development, and implementation of the third Critical Infrastructure Cybersecurity Workshop for U.S. allies and partners in the fall of 2024. The Critical Infrastructure Cybersecurity Workshop and Policy Tabletop Discussion was organized in partnership with the United States Indo-Pacific Command Directorate of Requirements and Resources and the United States Cyber Command. The Critical Infrastructure Cybersecurity Workshop represented a pivotal initiative in enhancing Indo-Pacific security cooperation through collaborative information exchanges. The workshop created an informal information-sharing network among 19 Indo-Pacific and European nations, various critical infrastructure sectors, and shared solutions to over 300 cybersecurity professionals across various critical infrastructure sectors focused on advanced cybersecurity best practices, feasible and functional techniques, and existing leveraged frameworks. The unique event made meaningful progress in achieving national strategic priorities in bolstering allied defense.	300	\$ 182,000.00
84	OSW - Under Secretary of War (Acquisition & Sustainment)	Asst Secretary of War (Sustainment)	2024 DoW Maintenance Symposium	12/10/2024	12/13/2024	Salt Lake City	Utah	United States	The Department of War (DoW) Maintenance Symposium provides an effective and efficient means to engage stakeholders of maintenance and sustainment communities including the military services, government civilians, industry, academia, labor representatives, and legislative staff.	2160	\$ 3,196,445.00
85	OSW - Under Secretary of War (Acquisition & Sustainment)	Defense Logistics Agency	Defense Logistics Agency Supply Chain Alliance Symposium	6/11/2025	6/12/2025	Richmond	Virginia	United States	This mission is in support of the Secretary's priority "Rebuild Our Military." Associates will be engaged in mission-critical onsite support of National Defense Industrial Strategy priorities such as building a modernized defense industrial ecosystem, achieving resilient supply chains, and developing flexible acquisitions. This onsite activity will allow for cost-effective sustained collaboration and cooperation across the Defense Industrial Base Partners. The face-to-face interaction with industry also supports the DLA Strategic Plan objective 4.2: Expand Industrial Base partnerships to grow access to capability and capacity through the defense logistics enterprise.	342	\$ 169,460.00
86	OSW - Under Secretary of War (Intelligence & Security)	Defense Counterintelligence and Security Agency	Field Operations Integrated Leadership Summit	8/19/2025	8/21/2025	Quantico	Virginia	United States	Provide training to supervisors on mission integration, performance, and readiness.	253	\$ 288,779.26

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#	Component	Subcomponent	Conference Name	Start Date	End Date	City	State	Country	Mission Impact	Total Number of DoW-Funded Attendees	Total Conference Cost to the DoW
87	OSW - Under Secretary of War (Intelligence & Security)	Defense Intelligence Agency	2025 Indo Pacific Intelligence Chiefs Conference	9/24/2025	9/26/2025	Tokyo	N/A	Japan	IPICC is a multinational conference aimed at strengthening relationships among regional intelligence counterparts as a basis for expanding information sharing on security issues of mutual concern.	120	\$ 180,907.66
88	OSW - Under Secretary of War (Intelligence & Security)	Defense Intelligence Agency	Surface-to-Air Missile Symposium	9/17/2025	9/19/2025	Huntsville	Alabama	United States	This conference is tied to Strategic Intelligence Plan (SIP) goals 1, 3, and 4. This symposium will provide awareness and technical depth to the warfighter and acquisition communities on the most relevant threats they face today and will face in the future.	350	\$ 280,784.00
89	OSW - Under Secretary of War (Intelligence & Security)	Defense Intelligence Agency	2024 Department of War Intelligence Information System Worldwide Conference	10/27/2024	10/30/2024	Omaha	Nebraska	United States	The intent of the DoWIIS Worldwide Conference is to reach beyond the information technology community to focus on core defense intelligence missions, launch key initiatives and level set employees, customers, vendors, and mission partners around the strategic direction of the Defense Intelligence Agency (DIA) and the broader Intelligence Community. As the Intelligence Community moves toward a more integrated analytical environment, the DoWIIS Worldwide Conference offers an opportunity for the community to focus on all-source intelligence and information technology as it contributes to mission success. DIA's mission of preventing strategic surprise and delivering decision advantage to warfighters, defense planners, and policymakers can only be achieved when all mission components work together. The conference provides a unique opportunity for us to address our most important intelligence challenges. It is the only event of this kind that allows government, industry, and policymakers to meet in one venue to confer on topics of mutual interest.	731	\$ 498,194.10
90	OSW - Under Secretary of War (Personnel & Readiness)	Asst Secretary of War for Health Affairs	2025 Military Health System Research Symposium	8/4/2025	8/7/2025	Kissimmee	Florida	United States	The MHSRS is the DoW's annual scientific focal point to report results of DoW sponsored medical research and development supporting critical advances in trauma and non-trauma medicine relating specifically to the unique medical needs of the deployed warfighter. It serves as a gathering point for the U.S. and Allied nations to discuss lessons learned during current conflicts and how those lessons can be applied to improve battlefield care.	967	\$ 2,405,026.34
91	OSW - Under Secretary of War (Personnel & Readiness)	Asst Secretary of War for Manpower and Reserve Affairs	2025 DoW Financial Readiness Symposium	5/6/2025	5/8/2025	Pittsburgh	Pennsylvania	United States	The DoW is required by law to provide financial education and counseling through qualified professionals, and DoW policy requires these individuals to maintain professional certification. Equipping these professionals with current knowledge and skills is essential to maintaining the financial readiness of the military, which in turn, is critical to Servicemembers' personal and operational readiness.	340	\$ 157,070.00
92	OSW - Under Secretary of War (Policy)	Asst Secretary of War for Special Operations/Low Intensity Conflict	Phoenix Challenge 2025	3/4/2025	3/6/2025	London	N/A	United Kingdom	Provides input to and facilitates 10 U.S.C. section 397 oversight responsibilities for strategy, policy, operational considerations, planning considerations, technology development, and resource management for all Department information operations.	49	\$ 171,363.96
93	OSW - Under Secretary of War (Research & Engineering)	Assistant Secretary of War for Mission Capabilities	Diminishing Manufacturing Sources and Material Shortages and Parts, Materials, and Processes Conference (DPMC)	8/11/2025	8/14/2025	Ponte Vedra	Florida	United States	Enhance DMSMS and M&P research and collaboration to positively impact weapon system availability.	52	\$ 136,313.00
94	OSW - Under Secretary of War (Research & Engineering)	Defense Advanced Research Projects Agency	2025 Summer Information Science and Technology (ISAT) Meeting	8/11/2025	8/15/2025	San Diego	California	United States	The ISAT Study Group provides DARPA with in-depth studies and assessments in specific, rapidly changing technology areas that relate to current and future program areas in the DARPA Information Innovation Office (I2O), the Biological Technologies Office (BTO), and the Microsystems Technology Office (MTO). The ISAT Study Group meets three times per year, in the spring, summer, and fall. The conferences are attended by DARPA Office Directors and Program Managers, and include reviews of completed and ongoing studies, as well as the prioritization and planning of potential future studies. These conferences represent a continuation of sessions DARPA has held with ISAT members for the past 30 years and are administered by the Institute for Defense Analyses (IDA).	40	\$ 100,947.45
95	OSW - Under Secretary of War (Research & Engineering)	Defense Advanced Research Projects Agency	2025 Resilient Systems Colloquium	6/17/2025	6/17/2025	Arlington	Virginia	United States	The Resilient Systems Colloquium will be an event hosted by DARPA to inspire broad adoption of high assurance formal methods software tools, regardless of whether they were developed by DARPA. The Colloquium seeks to educate Government and industry stakeholders about formal methods' ability to dramatically improve the DoW's cyber resiliency by sharing use cases, lessons learned, and best practices. It also aims to create connections between tool developers and the user community to help facilitate the adoption of these tools, and to catalyze the DIB and DoW's broad adoption of high assurance formal methods tools by building on initial discussions to expand the audience for related discussions and efforts.	71	\$ 185,122.37
96	OSW - Under Secretary of War (Research & Engineering)	Defense Advanced Research Projects Agency	2025 Microsystems Technology Office (MTO) Spark Tank and Strategy Session	7/20/2025	7/26/2025	Aurora	Colorado	United States	The proposed conference is intended to help the Defense Advanced Research Projects Agency (DARPA) carry out its mission and primary responsibility of maintaining U.S. technological superiority over U.S. adversaries. The DARPA Microsystems Technology Office's (MTO's) vision and thrusts continue to evolve to meet the demands of the warfighter and evolution of technologies; the office seeks to expand its performer base for contracting on future programs. At the conference, the Spark Tank and Strategy Session events provide the opportunity to promote the office and agency missions, share process and collaboration information, provide in-person networking opportunities for future performers to meet MTO program managers, and reach non-traditional companies and small businesses.	73	\$ 453,144.69
97	OSW - Under Secretary of War (Research & Engineering)	Missile Defense Agency	2024 Multinational Missile Defense Conference	10/29/2024	10/31/2024	Warsaw	N/A	Poland	The conference is MDA's most important annual international outreach event. In addition to the formal program of speeches and technical sessions, MDA, with other U.S. Government elements attending, conducts bilateral meetings with senior international counterparts to advance key initiatives. There is no other comparable opportunity to advance as many relationships and engagements in such a short, compact time.	46	\$ 230,391.00
98	U.S. Africa Command	Component Level - TRANSCOM	United States Africa Command Combatant Commander's Conference	12/16/2024	12/19/2024	Stuttgart	N/A	Germany	This event specifically addresses all of USAFRICOM's Theater Security Objectives. This enables the Combatant Commander to gain perspectives and thoughts from subordinate component commanders in their ability to execute the USAFRICOM objectives that participate in shaping the environment, compete with global rivals, and manage risk within the region.	92	\$ 150,530.00
99	U.S. Africa Command	Component Level - TRANSCOM	Strategy to Resources Working Group	10/22/2024	10/24/2024	Stuttgart	N/A	Germany	The conference assists in the planning efforts and prioritization of Significant Security Cooperation Initiatives and related activities, consisting of approximately \$165 million worth of programs to build partner capacity. This event is mission-critical and supports the USAFRICOM Campaign Plan and Theater Security Objectives.	104	\$ 163,656.00
100	U.S. Africa Command	Component Level - TRANSCOM	Security Cooperation Budget Working Group	4/28/2025	5/2/2025	Dayton	Ohio	United States	This event is mission-critical to USAFRICOM and addresses USAFRICOM's Theater Campaign Plan Objectives of developing security cooperation activities in support of the U.S. and partner nation interests. The reason for the event is to create a forum in which USAFRICOM reinforces the principal requirements of OSC budget analyst positions through recurring financial management working-level engagement and continued reiteration of foundational DoW financial policies and procedures.	48	\$ 229,900.00

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#	Component	Subcomponent	Conference Name	Start Date	End Date	City	State	Country	Mission Impact	Total Number of DoW-Funded Attendees	Total Conference Cost to the DoW
101	U.S. European Command	Component Level - EUCOM	European Strategy Conference and Workshops	1/27/2025	1/30/2025	Ramstein Air Base	N/A	Germany	The European Strategy Conference and Workshops (ESCW) is the only annual USEUCOM event that convenes senior representatives from all NATO Allies, Joint Force Commands (JFCs), USEUCOM staff and components, and other Department of War (DoW) and interagency stakeholders to engage in strategic dialogue and build a common understanding of the Euro-Atlantic security environment and trends.	800	\$ 1,043,200.00
102	U.S. Special Operations Command	Component Level - SOCOM	Special Operations Command Pacific Fiscal Year 25 Quarter 3 Commanders Decision Roundtable	4/30/2025	5/1/2025	Camp Smith	Hawaii	United States	This is an essential forum for commanders for the TJSOCC Task Forces to assemble and collectively discuss, test, and refine SOCPAC readiness requirements to support the Joint Force through scripted crisis and conflict scenarios. It will also identify any shortcomings or gaps and refine force requests in support of the SOCPAC Campaign Plan.	39	\$ 104,603.00
103	U.S. Special Operations Command	Component Level - SOCOM	Special Operations Command Pacific Fiscal Year 25 Quarter 4 Commanders Decision Roundtable	8/27/2025	8/28/2025	Camp Smith	Hawaii	United States	The CDRT venue will assess SOCPAC's force mix and capabilities in relation to the joint force's most urgent requirements in the INDOPACIFIC.	42	\$ 113,289.00
104	U.S. Special Operations Command	Component Level - SOCOM	Moonshot Capital	4/30/2025	5/1/2025	Austin	Texas	United States	The summit is a critical opportunity to advance SOCOM's mission of maintaining a technological edge in the face of increasingly sophisticated adversaries. The summit will bring together top entrepreneurs and investors in cybersecurity and AI—fields that are integral to USSOCOM's strategy for countering emerging, converging threats and adapting to the changing character of warfare.	17	\$ 126,585.00
105	U.S. Special Operations Command	Component Level - SOCOM	Special Operations Medical Association (SOMA) 2025	5/5/2025	5/9/2025	Raleigh	North Carolina	United States	SOMA attendance is mission-essential; it is USSOCOM's premier annual conference for medical personnel that highlights the opportunity for SOF medical stakeholder engagement and collaboration.	95	\$ 131,302.00
106	U.S. Special Operations Command	Component Level - SOCOM	Reagan National Defense Forum - United States Special Operations Command Attendance	12/6/2024	12/7/2024	Simi Valley	California	United States	Attendance enables CG to disseminate the SOF narrative and to advocate for USSOCOM with congressional, military, and policy leaders. SOCOM will handle extensive interactions with national press and production of information for public distribution. CIG will incorporate information from the visit into our strategic guidance for upcoming posture testimony. SA, ADC, and CAG will complete all onsite coordination and support and ensure immediate CG availability to respond to national issues.	18	\$ 138,971.00
107	U.S. Special Operations Command	Component Level - SOCOM	Global Engineer Conference	2/24/2025	2/28/2025	MacDill Air Force Base	Florida	United States	The conference will bring together engineers from OSW, Joint Staff, Combatant Commands, and DoW Construction Agents. The conference will center around what winning needs: engineer effects that shape winning in deterrence, conflict, and preparing to fight. This collaborative event will include a focus on the strategic operating environment, contingency construction contracting, and upcoming military technologies. The knowledge and understanding gained will enable SOF engineers to better support commands with engineering solutions.	70	\$ 140,405.00
108	U.S. Special Operations Command	Component Level - SOCOM	United States Special Operations Command/National Defense Industrial Association (NDIA) 35th Annual Symposium	2/19/2025	2/20/2025	Washington	District of Columbia	United States	This event brings together relevant SOF Commands and units to discuss roles of SOF, opportunities SOF can provide in the era of great power competition, the requirements of the SOF force of the future, and how industry can support getting innovation into the hands of the warfighter.	53	\$ 170,614.00
109	U.S. Special Operations Command	Component Level - SOCOM	Fall Army Special Operations Forces Week Commanders' Decision Roundtable	11/18/2024	11/20/2024	Key West	Florida	United States	To conduct team training culminating with a HELOCAST event, hear briefings from the USASOC and 1SFC(A) command teams, and promote culture, leader development, recruiting and retention initiatives and updates, talent management, team-building events, and physical fitness training.	83	\$ 170,767.00
110	U.S. Special Operations Command	Component Level - SOCOM	United States Special Operations Command Commanders Decision Roundtable February	2/3/2025	2/6/2025	MacDill Air Force Base	Florida	United States	This quarterly conference allows the USSOCOM CDR to discuss topics of interest vital to the command, gather feedback, and render decisions with his subordinate commanders and invited guests. Focus is "How SOF Fights."	88	\$ 188,706.00
111	U.S. Special Operations Command	Component Level - SOCOM	Joint Special Operations Command Commanders Decision Roundtable	1/28/2025	1/30/2025	Alexandria	Virginia	United States	Facilitation of a semiregular, command-directed round table with directorate and subordinate unit leadership is necessary to address enterprise issues that directly affect the command's ability to fulfill current and future requirements.	96	\$ 197,815.00
112	U.S. Special Operations Command	Component Level - SOCOM	Air Force Special Operations Command Weapons & Tactics Conference (WEPTAC)	8/11/2025	8/22/2025	Hurlbert Field	Florida	United States	Primary purpose is to conduct Tactics Review Board.	76	\$ 200,282.00
113	U.S. Special Operations Command	Component Level - SOCOM	Consolidated Special Operations Campaign Conference 25-1	1/13/2025	1/16/2025	Camp Smith	Hawaii	United States	Provides an essential forum for key leaders and planners from TJFSOCC Task Forces and sourcing components to assemble and collectively align future year requirements with SOF resources in the Asia-Pacific region. Physical colocation of DoW personnel in both conference and working group settings is beneficial, cost-effective, and critical to shorten the planning cycle.	56	\$ 206,387.37
114	U.S. Special Operations Command	Component Level - SOCOM	Joint Special Operations Command Fiscal Year 25 Quarter 3 Commanders Decision Roundtable	5/26/2025	5/30/2025	Annapolis	Maryland	United States	The facilitation of a semiregular, command-driven round table with directorate and subordinate unit leadership is necessary to address enterprise issues that directly affect the command's ability to fulfill current and future requirements.	100	\$ 216,467.00
115	U.S. Special Operations Command	Component Level - SOCOM	Sonic Spear Planning Conference	8/4/2025	8/8/2025	Crystal City	Virginia	United States	SONIC SPEAR is USSOCOM's venue as the Joint SOF provider to transform and ensure future readiness for emerging capabilities.	98	\$ 221,675.00
116	U.S. Special Operations Command	Component Level - SOCOM	Special Operations Command Pacific Command Control Communication Computers Cyber & Intelligence (C5I) Working Group	2/18/2025	2/21/2025	Honolulu	Hawaii	United States	Enabled FVEY SOJ6, SOCOM J6, INDOPACOM J6, SOCPAC SOJ6, and SOCPAC's components to coordinate, discuss, and plan for interoperability and integration for FVEY communications throughout the Indo-Pacific AOR.	63	\$ 234,990.32
117	U.S. Special Operations Command	Component Level - SOCOM	Special Air Warfare Symposium	2/25/2025	2/27/2025	Fort Walton Beach	Florida	United States	The unique requirements of the event involve a focus on how the SOF aviation community orients to the future fight. This will allow AFSOC members an opportunity to focus on the problem of how AFSOC will transform to conduct competitive activities and prepare for combat against peer and near-peer adversaries while remaining engaged and finding efficiencies to optimize the Counter Violent Extremism (C-VEO) fight.	178	\$ 282,863.00
118	U.S. Special Operations Command	Component Level - SOCOM	Special Operations Command Pacific (SOCPAC) Consolidated Special Operations Campaign Conference (CSOCC) 25-2	8/4/2025	8/8/2025	Honolulu	Hawaii	United States	This SOCPAC hosted event provides an essential forum for key leaders and planners from TJFSOCC TF and sourcing components to assemble and collectively align FY26 and FY27 requirements with SOF resources in the Asia-Pacific Region.	81	\$ 368,420.00
119	U.S. Special Operations Command	Component Level - SOCOM	United States Special Operations Command Special Operations Forces (SOF) WEEK	5/5/2025	5/8/2025	Tampa	Florida	United States	SOF Week yields a significant return on investment for the U.S., Department of War (DoW), and USSOCOM, focusing on lethality, readiness, modernization, and homeland defense. By fostering international partnerships and facilitating professional exchanges between governments, industry, academia, and partner nations, SOF Week accelerates modernization, stabilizes the international order, and addresses global security challenges. Ultimately, it solidifies common security goals, integrates operational approaches, and leverages collective expertise to solve complex problems, justifying the investment of time and resources.	59	\$ 940,445.83
120	U.S. Transportation Command	Component Level - TRANSCOM	National Defense Transportation Association-United States Transportation Command Fall Meeting 2024	10/7/2024	10/10/2024	Saint Louis	Missouri	United States	Forum to discuss issues, provide training, and share information relating to transportation readiness for the Department of War (DoW) and other U.S. Government agencies.	1067	\$ 1,061,920.00

Total Cost and Number of Fiscal Year 2025 DoW-Hosted Conferences Reported (Component Level)		
DoW-Host Organization/Component	Total Cost of DoW-Hosted Conferences Reported	Total Number of DoW-Hosted Conferences Reported
Secretary of War	\$0.00	0
Department of the Army	\$2,548,763.81	10
Department of the Air Force	\$13,170,834.08	36
Department of the Navy	\$2,014,277.81	7
National Guard Bureau	\$6,350,758.35	28
US Special Operations Command	\$4,154,587.52	18
US Southern Command	\$0.00	0
U.S. Strategic Command	\$0.00	0
U.S. Transportation Command	\$1,061,920.00	1
U.S. Africa Command	\$544,086.00	3
U.S. Cyber Command	\$0.00	0
U.S. Pacific Command	\$0.00	0
U.S. Northern Command	\$0.00	0
U.S. Central Command	\$0.00	0
U.S. European Command	\$1,043,200.00	1
Joint Chiefs of Staff	\$137,911.98	1
OSW - Under Secretary of War (Acquisition & Sustainment)	\$3,547,905.00	3
OSW - Under Secretary of War (Comptroller)	\$0.00	0
OSW - Under Secretary of War (Intelligence & Security)	\$1,248,665.02	4
OSW - Under Secretary of War (Research & Engineering)	\$1,105,918.51	5
OSW - Assistant to the Secretary of War (Legislative Affairs)	\$0.00	0
OSW - Assistant to the Secretary of War (Public Affairs)	\$0.00	0
OSW - Cost Assessment and Program Evaluation	\$0.00	0
OSW - Director, Operational Test & Evaluation	\$0.00	0
OSW - General Counsel	\$0.00	0
DoW - Inspector General	\$0.00	0
OSW - Under Secretary of War (Personnel & Readiness)	\$2,562,096.34	2
OSW - Under Secretary of War (Policy)	\$171,363.96	1
OSW - DoW Chief Information Officer	\$0.00	0
OSW - Defense Innovation Unit	\$0.00	0
OSW - Director, Administration & Management	\$0.00	0
Total Cost and Number of Fiscal Year 2025 DoW-Hosted Conferences Reported (Department Level)	\$39,662,288.38	120

FISCAL YEAR 2025 DOW-HOSTED CONFERENCES WITH A TOTAL COST OF \$500,000 OR MORE – APPROVAL MEMORANDA

Conference #: Component; Subcomponent; Conference Name; Start Date; End Date.

#20: Department of the Air Force; Air Force Reserve Command; 10 Air Force Combat Planning Conference; 4/6/2025; 4/10/2025.

#29: Department of the Air Force; Air Mobility Command; Air Mobility Command Weapons and Tactics Conference; 8/18/2025; 8/28/2025.

#30: Department of the Air Force; Air Mobility Command; Airlift/Tanker Association; 10/31/2024; 11/3/2024.

#79: National Guard Bureau; Army National Guard; Safety and Standardization Conference; 12/10/2024; 12/12/2024.

#84: OSW - Under Secretary of War (Acquisition & Sustainment); Asst Secretary of War (Sustainment); 2024 DoW Maintenance Symposium; 12/10/2024; 12/13/2024.

#90: OSW - Under Secretary of War (Personnel & Readiness); Asst Secretary of War for Health Affairs; 2025 Military Health System Research Symposium; 8/4/2025; 8/7/2025.

#101: US European Command; European Strategy Conference and Workshops; 1/27/2025; 1/30/2025.

#119: US Special Operations Command; United States Special Operations Command Special Operations Forces (SOF) Week; 5/5/2025; 5/8/2025.

#120: US Transportation Command; National Defense Transportation Association-United States Transportation Command Fall Meeting 2024 10/7/2024; 10/10/2024.

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20 January 2026

MEMORANDUM FOR DoW

FROM: AFRC/CSE

SUBJECT: FY25 AFRC Conference Reporting

References: (a) *DoD Conference Guidance*, Version 4, 26 June 2016
(b) AF Supplement to DoD Conference Guidance 4.0, 8 September 2017

1. In pursuit of providing DoW with FY25 conference reporting information and annual tasker, HAF-251119-BDV7, AFRC solicited and provided completed AFRC conferences from FY25. However, not all of the reported conferences contained approval documentation. While all FY25 AFRC conference appear to be mission related, required documentation for all conferences was not provided or available at the time of reporting into the DoW Conference Reporting tool. As such, this Memorandum for Records serves as notice that AFRC does not have documentation for the following conferences:

- a. 10 AF Combat Planning Conference; 6-10 April 2025; Cost: \$660,000
- b. 10 AF Squadron Command Team Seminar; 3-5 June 2025; Cost: \$32,000
- c. FY26-3 AFRC Air Allocation Planning Council; 18-20 February 2025; Cost: \$86,406
- d. FY27-1 AFRC Air Allocation Planning Council; 25-26 August 2025; Cost: \$42,750

2. To ensure improved compliance with this policy, two efforts are underway:

a. An updated AFRCGM63-1, *AFRC Conference Guidance*, is underway to ensure subordinate units have standing guidance to enforce DoW, DAF, and AFRC Conference reporting requirements. ECD: 30 September 2026

b. A new exemption list IAW DAF Conference Supplemental Guidance. This list will provide exemption for specific mission related travels that meet the basic DoW conference definitions. This list will include the Combat Planning Courses that are required for NGREA allocations(see above). ECD: 28 February 2026

3. The POC for conference reporting is Mr. Matthew Quilliams, DSN497-2474, matthew.quilliams.1@us.af.mil.

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MATTHEW R. QUILLIAMS
Lieutenant Colonel, USAF

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AF CONFERENCE HOSTING/CO-HOSTING REQUEST

To request approval to spend DoD funds on an Air Force hosted or co-sponsored conference.

1. CONFERENCE TITLE: AMC Weapons and Tactics Conference (WEPTAC)
2. REQUESTING COMMAND/ORGANIZATION: AMC/A3
 - Organizational Point of Contact: Lt Col Samuel Dunlap (samuel.dunlap@us.af.mil) or SMSgt Luke McLimans (luke.mclimans@us.af.mil).
3. HOST ENTITY:
 - Air Force Sponsor Organization Name: AMC/A3T
 - Air Force Sponsor Organization Point of Contact: N/A
4. CO-SPONSORING ENTITY OR ENTITIES: N/A
5. PROPOSED DATES:
 - Event Dates: 18 – 28 August 2025
 - Proposed Travel Dates by AF-funded Personnel: 17 August & 28 August 2025
 - Website: <https://usaf.dps.mil/sites/A3T/amcweptac/SitePages/AMCweptac.aspx>
6. PROPOSED CONFERENCE LOCATIONS: Nellis AFB, Las Vegas, NV
7. PROPOSED VENUE (GOVERNMENT): Various facilities will be used on Nellis Air Force Base.
8. IF THE PROPOSED VENUE IS NOT A GOVERNMENT OWNED OR PROVIDED LOCATION, WHAT STEPS WERE TAKEN TO SECURE SUCH A LOCATION? N/A
9. AGENDA: Proposed agenda is attached.
 - Will the agenda include classified information? If so, how will that information be appropriately protected?
 - Yes. Members will send prior coordination of security clearance through DISS visit requests. Will be verified upon entry.
10. CONFERENCE HOSTING JUSTIFICATION:
 - How will the mission of the DoD and the hosting organization be enhanced by this conference?
 - This conference is governed by AMCI 11-207 and is part of AMC's compliance with DAFMAN 11-415, *Weapons and Tactics Programs*.

- AMC WEPTAC will be held in-person. This is a requirement to facilitate the working groups and resulting out briefs at the required classification levels with access to the required secure spaces and information systems.
- What alternatives to in-person conference attendance were considered and why was each found unacceptable from a mission perspective?
 - Teleconference, VTC and DCOs were all considered. However, these alternatives are not acceptable because these remote communications methods hinder the sharing of ideas and crosstalk of this large group.

11. FREQUENCY:

- Has the Air Force hosted or co-hosted this event previously?
 - When was it last held? 2024
 - How many AF personnel attended? Provide the last three years' worth of attendee information (if available):
 - 2024: 230 attendees.
 - 2023: 220 attendees.
 - 2022: 200 attendees.
 - How many DoD (but not AF) personnel attended? 15
 - What were total costs of AF hosting or co-hosting? Unknown
 - How will the holding of this event differ this year? AMC WEPTAC will be hosted at Nellis AFB this year to facilitate deeper integration of CAF and MAF planners with a focus towards debriefing the 2025 Department Level Exercise and those exercises nested within. Nellis AFB has the proper infrastructure to host this event while AMC facilities on Scott AFB remain under construction.

ATTENDANCE

12. PROPOSED PARTICIPANTS (Indicate range of grades of participants and numbers expected/invited both for overall total and broken out by various funding categories). If only able to provide estimates at this time only, indicate the source of those estimates.

Attendees/Speakers	Total	Local Area – No Cost to DoD	Local Area – DoD Funded	DoD-Funded TDY	Other Non-DoD Funding Sources
Military – General Officers	20	2		18	
Military – Other	298			298	
DoD Civilian – Political Appointees	0				

DoD Civilian – SES	0				
DoD Civilian – Other	29			29	
DoD Contractors	9			9	
Non-DoD Personnel	0				
Speakers	0				
Spouses to Attend	0				
Totals					
Support Staff	21	1		20	

TOTAL ANTICIPATED CONFERENCE ATTENDEES (all sources, exclude Support Staff): 356.

TOTAL ANTICIPATED AIR FORCE CONFERENCE ATTENDEES (total number of attendees in TDY status, not local to the conference location): 354

13. IS SPOUSE TRAVEL FUNDED AT GOVERNMENT EXPENSE BEING REQUESTED?
No.

SUPPORT STAFF

14. WHAT ROLES WILL ANY AIR FORCE-PROVIDED SUPPORT STAFF PLAY? The support staff will be from HQ AMC – Approximately 21. All support staff members are Active-Duty Military.

15. WHAT STEPS HAVE BEEN TAKEN TO MINIMIZE THE NUMBER OF DOD-FUNDED SUPPORT STAFF? Planning staff pre-identified the expertise required to ensure success across the wide range of topics being addressed. This resulted in limitations on working group size.

16. WHAT OTHER LOGISTICAL SUPPORT WILL THE AF PROVIDE? Max GOV usage.

17. WILL A CONFERENCE PLANNER OR COORDINATOR OR SIMILAR COMMERCIAL SOURCE OF SUPPORT BE ENGAGED? No.

COSTS

18. COMPLETE “ESTIMATE A CONFERENCE COST” SECTION IN DOD CONFERENCE TOOL. (ATTACH TO REQUEST)

Expense	Estimated Cost	Any Applicable Remarks
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Travel – DoD-funded Attendees	\$290,599.05	
Travel – AF Support Staff	\$18,809.00	
Travel – AF DVs	\$44,201.15	
Local Area Transportation - DoD-funded Attendees	\$45,600.00	
Local Area Transportation – AF Support Staff	\$0.00	
Local Area Transportation – AF Speakers	\$5,700.00	
Lodging – DoD-funded Attendees	\$393,120.00	
Lodging – AF Support Staff	\$34,398.00	
Lodging – AF DVs	\$6,300.00	
MI&E – DoD-funded Attendees	\$305,601.00	
MI&E – AF Support Staff	\$24,940.00	
MI&E – AF DVs	\$10,105.00	
Registration Fee	0	
Exhibit (vendor) Fee(s)	0	
Other Costs	\$10,000.00	Red Flag Building Use Fee
GRAND TOTAL ESTIMATED DoD COST	\$1,189,373.20	
Total when previously attended (if applicable)	N/A	N/A due to hosting at Nellis vs Scott

19. TOTAL ESTIMATED COSTS BY DOD FUNDING SOURCE:

Funding Source	Estimated Amount
HAF	\$0
HQ AMC	\$1,101,226.20
Unit-Funded	\$88,147.00

20. REGISTRATION FEE: N/A

21. WHAT STEPS HAVE BEEN TAKEN TO MINIMIZE THE AIR FORCE'S CONFERENCE-RELATED EXPENSES?

- The number of days for each group of contributors, (staff/working groups/briefers/ and DV) have been minimized while conducting as much pre-work as possible virtually prior to the conference. GOVs and on base lodging are being directed to further control costs.

CO-SPONSORED EVENTS

22. WILL THE CONFERENCE BE HELD IN CONJUNCTION WITH OR BE CO-SPONSORED BY A NON-FEDERAL ENTITY OR OTHER GOVERNMENT ORGANIZATION? No.

23. OTHER PERTINENT INFORMATION: None

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JOHN D. LAMONTAGNE
General, USAF
Commander

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DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE UNDER SECRETARY

09 July 2024

MEMORANDUM FOR AMC/CC

SUBJECT: Conference Attendance Approval – 2024 Airlift/Tanker Association Convention

In accordance with the Department of the Air Force (DAF) Supplement to the DoD Conference Guidance dated September 7, 2017, I have reviewed your waiver request to attend the Airlift/Tanker Association (A/TA) Convention on October 31, 2024 through November 3, 2024, and I approve your request. This determination is based on my conclusion that this event is the most cost-effective option to share senior leader policy and vision, stimulate vital mission crosstalk, and discuss critical lessons learned, all in direct support of the National Defense Strategy and U.S. Air Force focus areas.

I approve this waiver with the following conditions and limitations:

- a. Total expenditures for participation by all DAF personnel at the A/TA Convention, including the cost of military aircraft, will not exceed the \$3.0 million cap. However, the cost of opportune airlift may be excluded if incurred during certified training missions. Training missions using government aircraft should not be planned or used to transport passengers unless you as the commander personally certify the training benefit of each individual mission. There is no limit to the number of passengers for a given sortie if every effort is made to optimize training from each sortie you certify.
- b. Use Space-Available travel to the greatest extent possible.
- c. Since a substantial number of meals are provided as part of the event's registration fee, all travelers must deduct for provided meals as part of their travel claims.
- d. You will provide a post-event report to my office that includes the overall costs spent by the DAF, total number of DAF attendees, and costs attributable to training missions in government aircraft supporting attendance and flown as part of U.S. Air Force operation and maintenance flying hour program. Please also ensure all costs are accounted for in the DoD Conference Tool within 15 days after the end of the convention.
- e. For all future approvals, you will align conference cost per person with the DAF average. Efforts should focus on decreasing registration, lodging, and transportation costs. For future conference requests, include actions taken to improve cost per person over previous years.

Please refer any questions regarding this approval to Ms. Melinda Gregg, Director of Staff, SAF/AA at (703) 697-7141.

Melissa G. Dalton
Under Secretary of the Air Force

cc:
AF/CC
AF/CV
SAF/AA

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ACQUISITION
AND SUSTAINMENT

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

APR 02 2024

MEMORANDUM FOR ASSISTANT SECRETARY OF DEFENSE FOR SUSTAINMENT

SUBJECT: 2024 Department of Defense Maintenance Symposium

I have reviewed the 2024 DoD Maintenance Symposium planned for the Salt Palace Convention Center in Salt Lake City, Utah, December 10-13, 2024. The DoD Maintenance Symposium will advance the mandates of the National Defense Strategy and Secretary Austin's priorities by enabling leaders and attendees from government, industry, and academia to engage on key issues, share approaches and initiatives underway, educate each other on best practices, and jointly develop strategies for efficient use of resources to benefit the DoD maintenance and sustainment communities.

The DoD Maintenance Symposium also presents an opportunity for associated meetings, reducing the requirement for other separate meetings. During the 2023 DoD Maintenance Symposium, the associated meetings included the DoD Weapon Systems Software Summit; Army Field Maintenance Forum; Army Materiel Support Command – Korea Combat Power Generation Center Capabilities Meeting; Marine Corps Cross Commodity Meetings; Annual Condition Based Maintenance Plus Meeting; Regional Sustainment Framework Reverse Industry Days; Joint Technology Exchange Group Meeting; Maintenance Inter-service Management Support Offices Meeting; Joint Services Wiring Action Group; Collaborative Business Arrangements Workshop; Joint Composite and Advanced Material Sustainment Group; the Air Force Repair Enhancement Program; and the Organic Industrial Base Commanders semi-annual meeting. The associated meeting opportunity is extended to all Services and Defense Agencies.

I am satisfied that exceptional circumstances exist whereby spending in excess of \$500,000 on this Symposium is the most cost-effective option to achieve its compelling purpose, and DoD attendance and expenses have been limited to the levels required to carry out the mission of the Symposium.

I therefore grant a waiver for this event to proceed in accordance with the Deputy Chief Management Officer's DoD Conference Guidance, version 4.0, dated June 26, 2016. This waiver is contingent on your continued efforts to ensure the best use of government funds and adherence with all applicable policies.

The OSD point of contact is Mr. Steven J. Morani, Principal Deputy Assistant Secretary of Defense for Sustainment, at (703) 571-2346 or steven.j.morani.civ@mail.mil.

William A. LaPlante

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PERSONNEL AND
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

MAY 30 2025

MEMORANDUM FOR ASSISTANT SECRETARY OF DEFENSE FOR HEALTH AFFAIRS

SUBJECT: Approval of the 2025 Annual Military Health System Research Symposium

In accordance with the DoD Conference Guidance, Version 4.0, June 26, 2016, I approve a waiver of the prohibition on incurring net expenses in excess of \$500,000 on a single conference, and I also approve the Office of the Assistant Secretary of Defense for Health Affairs to serve as the host of the annual Military Health System Research Symposium (MHSRS) in 2025.

This approval is based upon my determination that exceptional circumstances exist that justify the Department's hosting the MHSRS, specifically recognizing the number of those attending and the symposium's critical role in enhancing medical readiness; improving mission effectiveness; and fostering a collaborative environment with academia, industry, and other Government Agencies to address gaps in deployment-related medical capabilities. The approval for the conference in 2025 is contingent on funds being available and on reimbursement of appropriations obligated to cover conference expenses from fees collected from conference participants pursuant to 10 U.S.C. § 2262.

The MHSRS enables the DoD to align military medical research, efficiently disseminate state-of-the-science information and novel evidence-based practices, and provide continuing education credits to DoD military and civilian medical personnel. Of equal importance, the symposium provides a venue for sharing research findings spanning combat casualty care, operational medicine, infectious diseases, and global health engagement.

A handwritten signature in blue ink that reads "T. Dill".

Timothy D. Dill
Performing the Duties of the Deputy Under
Secretary of Defense for Personnel and
Readiness

cc:
Director, Defense Health Agency
Deputy Assistant Secretary of Defense
for Health Readiness Policy and Oversight

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HQ EUCOM Event Request and Approval Form

Request

1. Event

Directorate: Event POC (name/DSN/position):

Event:

Justification for physical co-location:

Proposed date(s):

Alternative means of delivering the relevant information, including usage of remote collaboration tools and other real-time communication methods were considered. Physical co-location of personnel listed in the block below in a conference/workshop setting is necessary and cost-effective. Face-to-face collaboration between EUCOM stakeholders is required annually to synchronize EUCOM Theater Strategy and strengthen regional cooperation.

Co-host/Co-sponsor(s):

Purpose of event and expected outcome:

*Who: EUCOM Commander and Directors, EUCOM Component Commanders, Allied and partner nation Chiefs of Defense (CHOD) and/or delegates, NATO Allied Command for Operations (ACO), NATO Allied Command for Transformation (ACT), OSD, DoS, Joint Staff, Combatant Command J5 Directors, Service 5 Directors, USG Agencies, European SDO/DATTs and ODCs, (~600+ attendees to include approximately ~150+ GO/FO/SES)

*What: Strategy Conference (29-30 Jan) High-level forum to discuss and collaborate on European Strategy and Issues. Workshops (27-28 Jan): Posture, Security Cooperation, Regionals, China Watchers, and SDO/DATT

*Where: Ramstein AB, Officers' Club

*When: Monday, 27 January through Thursday, 30 January 2025

*Why: Provide the audience with an understanding of the current strategic security environment, EUCOM Theater Strategy, and the latest national level guidance. Additionally, to establish a forum for discussing future strategic initiatives for EUCOM and NATO success.

-Enable key, geographically-separated strategy stakeholders to collaborate on EUCOM Theater Strategy and Combatant Commander's Campaign Plan (CCP) and other strategic operations, activities, and investments (OAs).

-Strengthen regional cooperation and synchronize a Whole-of-Government framework that will inform future EUCOM strategic OAs for the next 2-5 years.

2. Location

Recommended location:

Recommended location category:

Provide rationale for recommended location:

Attach any documentation related to location selection, including a non-availability statement from the Rogers Center, if applicable.

Cost Analysis Table:

(If location category does not require a 3-site comparison, complete only the first row of the table)

City/Venue	Lodging (\$)	Transportation (\$)	M&I (\$)	Conference Fee (\$)	Total (\$)	Notes/Additional cost considerations
Ramstein AB Officers' Club	\$209	\$971	\$124	\$0	\$1,304	Ample secure meeting spaces of approx \$25K total. SDOs/ODCs capitalize on local medical, dental, ID card services, language testing, etc.
Patch Barracks	\$220	\$1,200	\$126	\$0	\$1,546	Inadequate meeting spaces to include multi-use of Rogers Conf. Center, movie theater and others. Reduced base capacity and services.
Garmisch/Edelweiss	\$197	\$1,100	\$111	\$0	\$1,408	No components are local to save on travel costs. No local unit to provide assistance/support to large conference.

HQ EUCOM Event Request and Approval Form

Request, continued			
3. Attendees/Participants			
Please indicate below how many people from each category are invited to attend and/or participate in the event:			
<input type="text" value="250"/> EUCOM	<input type="text" value="100"/> Foreign Gov't*	*Please provide breakdown of number per country and/or other category, if applicable: Foreign Govt: 60-100 NATO ACO, ACT, and Ally staff members from 32 member NATO Alliance, partner staff members from Austria, Switzerland, and Ireland. Other - up to 50 contractors from numerous DoD and non-DoD organizations.	
<input type="text" value="300"/> Non-EUCOM DoD	<input type="text" value="50"/> Other*		
<input type="text" value="100"/> Non-DoD US Gov't			
4. Cost Estimate and Funding			
Total DoD cost: <input type="text" value="\$1,043,200"/>	Total EUCOM cost: <input type="text" value="\$351,000"/>	Provide details as to what measures were taken to reduce costs:	
List all sources of funding for this event: <input style="width: 100%;" type="text" value="EUCOM Directorates and Components, Combatant Command 5s, Services, OSD, JS, Defense Agencies, DOS, DIA, DOD TCA funds, OMB"/>		<ul style="list-style-type: none"> - Limited attendance to necessary and desired participants only - Utilizing on-base lodging for all services to utmost extent possible - Utilizing EUCOM and 86 AW comms/IT (reduces cost) - Utilizing EMC-VISE for booklets (reduces cost) - *** No CFR required as this is not a M2M event 	
Attach copy of all CFRs submitted in support of this event, if applicable. Click button to attach.		<input type="button" value="Add CFR"/>	
No U.S. government funds will be used for entertainment-related expenses that are expressly prohibited as part of a DoD-sponsored or hosted event.			
5. Additional Considerations		6. Agenda	
Select all that apply to this event and provide additional details in the notes section below. <input type="checkbox"/> Involves a no-cost contract with an NFE <input type="checkbox"/> Involves a paid event planner/facilitator <input type="checkbox"/> Meals will be provided to the participants <input type="checkbox"/> Coffee/snacks/light refreshments will be provided to participants		Request must include a draft agenda for the substantive portions of the event for review. Click button below to attach the draft agenda to this form. <div style="text-align: center;"> <input type="button" value="Add Agenda"/> </div>	
7. Notes/Additional Explanation			
- Rationale for recommended location (from Block #2 above): - Ramstein AB is the recommended location for the ESCW. Ramstein is the only facility capable of supporting a 800+ person conference with the requisite security and logistics infrastructure to support Allied and partner Chiefs of Defense and multiple four-star security teams. Patch Roger's Center does not meet mission requirements due to meeting space size. Garmisch is not collocated with a military airfield Ramstein is able to support SDOs/ODCs (~95 persons) with medical, dental, CAC services, military photos for boards, language testing, and TAP. Ramstein AB Officer's Club charges a flat \$15,000 fee (plus \$10,000 for VISE Audio/Visual support for equipment and operations for the entire week) for the exclusive club use to support the large conference and 4 additional workshops. Edelweiss (Garmisch) also charges an additional conference fee to support hotel admin. - Ramstein AB provides a suitable large, secure facility while also providing proximity to military facilities that military service members from remote locations in Europe to do not have access to. The efficiency of ESCW while providing additional services for SDO/DATTs and ODCs is high. The single trip to ESCW removes the necessity for other trips for medical, dental, language testing, TAP and so on.			
Add additional documentation as necessary such as draft contracts, presentations, etc. by clicking the button to the right.		Requestor name and rank: <input style="width: 100%;" type="text" value="Thomas Shultz, RDML"/> Requestor signature: <input style="width: 100%;" type="text" value="SHULTZ.THOMAS.E.1177561"/>	
<input type="button" value="Add Other"/>		Digitally signed by SHULTZ.THOMAS.E.1177561106 Date: 2024.08.23 17:35:41 +0200	
* If any substantive detail of this request changes after the event has been reviewed, the requestor must resubmit for a new review.*			

HQ EUCOM Event Request and Approval Form

Legal Review

Date: Attorney: Approval authority:

Event category: Requires CCDR waiver

Review and analysis:

References: (a) European Command Instruction (ECI) 7202.01 B, Event Planning and Hosting, 26 June 2017.
 (b) DoD Conference Guidance, Version 4.0, 26 June 2016.
 (CUI) Opinion. Subject to the availability of applicable funds and the considerations noted below, there is no legal objection to the proposed conference.
 (U) Approval Authority. Per Reference (b), DoD organizations should not incur net expenses to the DoD greater than \$500,000 on a single conference. As the total cost to DoD exceeds \$500k, COM may approve a waiver to Reference (b) if he determines that "exceptional circumstances exist whereby such a conference is the most cost-effective option to achieving a compelling purpose." (Reference (b), Section III, para. 3.a.) The grounds for such a waiver must be documented in writing. COM may approve the conference pursuant to Reference (a), Enclosure B, and Reference (b), Section III, para. 3.f.(8).
 (U) Considerations.
 * CDR Anthony P. Sham, Deputy Staff Judge Advocate, has reviewed and approved this legal review
 * The increase in attendees from the previous ESCW 2024 event request is noted and per communications with ECJ5 Staff, this reflects the number of attendees that actually attended ESCW 2024 and includes new invitees from foreign governments that did not participate in last year's conference.

"This review does not include use of ORF or MILAIR. Reviews for these matters are conducted via separate TMI process"

Attorney signature: Digitally signed by DEPAUL, KATHERINE, LO UJSE. 1290349890 Date: 2024.09.11 15:32:26 +0200

Conference Manager Review

- Event must be entered into DoD Conference Tool within 15 days of conference (DoD-sponsored/hosted, costs in excess of \$20k).
- Event must be reported, annually, via DoD Conference Tool (DoD-sponsored/hosted, costs in excess of \$100k).
- Requestor must submit a full expense report to ECCM. Requestor must complete CAPE cost analysis.

Comments:

Date: Reviewer: Reviewer signature: Digitally signed by SIRARD, JONATHAN, ALEXANDER, 1237526875 Date: 2024.10.03 13:33:13 +0200

Approval

The requested support for this event is The recommended location is

- I considered alternative means of delivering the relevant information, including usage of remote and collaboration tools and
- other real-time communication methods that would mitigate the need for co-location of DoD personnel. I determined that physical co-location of DoD personnel in a conference setting is beneficial and cost-effective.
 - This event falls within the scope of an exemption as defined in the DoD Conference Guidance 4.0.

Comments:

Date: Approver: Approver signature:

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UNITED STATES SPECIAL OPERATIONS COMMAND
OFFICE OF THE COMMANDER
7701 TAMPA POINT BLVD.
MACDILL AIR FORCE BASE, FLORIDA 33621-5323

28 April 2025

MEMORANDUM FOR RECORD

SUBJECT: Approval to host a U.S. Special Operations Command Conference in Excess of 500,000 Dollars

1. REFERENCES:

- a. Deputy Chief Management Officer, Department of Defense, Conference Guidance, version 4.0, dated 26 June 2016.
- b. Office of Management and Budget Memorandum 12-12, dated 11 May 2012.
- c. Office of Management and Budget Memorandum 17-08, dated 25 November 2016.

2. In accordance with the references above, I determined Special Operations Forces' (SOF) Week 5-8 May 2025 in Tampa, Florida is the most cost-effective option to achieve a compelling purpose.

3. Hosting SOF Week yields a significant return on investment for the U.S., Department of Defense, and U.S. Special Operations Command (USSOCOM), focusing on lethality, readiness, modernization, and homeland defense. By fostering international partnerships and facilitating professional exchanges between governments, industry, academia, and partner nations, SOF Week accelerates modernization and addresses global security challenges. Ultimately, it solidifies common security goals, integrates operational approaches, and leverages collective expertise to solve complex problems, justifying the investment of time and resources.

4. Federal funds will be used for necessary and appropriate purposes only. All expenses and activities will comply with Federal Travel Regulations and Federal Acquisition Regulations. Physical co-location is necessary to complete the mission. A virtual engagement strategy will also be offered to promote the widest availability of the conference to everyone.

5. I am satisfied with the rationale for this event and confirm it advances the mission of the Department of Defense. I approve of hosting the event for approximately 22,111 attendees at an estimated \$1,031,292.31.

SOCC

SUBJECT: Approval to host a U.S. Special Operations Command Conference in Excess of 500,000 Dollars

6. Our point of contact is COL Anthony K. Whitfield, Military Deputy to the Acquisition Executive, SOF AT&L, 813-826-9405, Anthony.K.Whitfield.mil@socom.mil.



BRYAN P. FENTON
General, U.S. Army
Commander

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UNITED STATES TRANSPORTATION COMMAND

OFFICE OF THE COMMANDER
508 SCOTT DRIVE
SCOTT AIR FORCE BASE, ILLINOIS 62225-5357

05 February 2024

MEMORANDUM FOR RECORD

SUBJECT: National Defense Transportation Association (NDTA) and United States Transportation Command (USTRANSCOM) 2024 Fall Meeting – Approval to Co-Sponsor Conference; Waiver of DOD Cost Ceiling of \$500,000

1. Recognizing a mutual interest in providing a forum to discuss issues, share scientific, technical, and professional information, and provide training on transportation readiness for the Department of Defense (DOD) and other U.S. Government agencies, USTRANSCOM has co-sponsored a Fall Meeting with NDTA every year since 2013. The Fall Meeting has been DOD's marquee transportation event for creating linkages between U.S. Government and military personnel with a wide cross-section of representatives from the transportation industry, U.S. allies and partners, academia, and interested members of the public. In addition, the Fall Meeting provides a strategic defense transportation and logistics overview for DOD and USTRANSCOM personnel, and facilitates collaboration between industry and Government to assist industry in anticipating and meeting DOD's future requirements.
2. Demographic participation in the Fall Meeting continues to evolve and expand across a wide spectrum. The 2024 Fall Meeting will be held at the Union Station Hotel, St. Louis, Missouri, from 7-10 October 2024. The Fall Meeting will be an in-person conference. The Scott Air Force Base, St. Louis area, is convenient for the community of interest and provides the opportunity for participation by logisticians and defense transportation professionals from the Military Departments, the Joint Staff, the Office of the Secretary of Defense, the Defense Logistics Agency, Combatant Commands, other U.S. Government agencies, industry representatives, U.S. allies and partners, academia, and interested members of the public in support of ongoing and future operations.
3. In accordance with the DOD conference policy and the Joint Ethics Regulation (JER), I approve the 2024 Fall Meeting as a DOD conference co-sponsored with the NDTA.
 - a. By approving this conference, I certify the Fall Meeting enhances and furthers the mission of DOD and USTRANSCOM as we conduct our assigned Unified Command Plan missions.
 - b. I determine the physical co-location of DOD personnel in a conference setting is beneficial and cost-effective, after considering alternative means of delivering the relevant information, including the usage of remote collaboration tools (e.g., teleconferencing, videoconferencing, webinars, online sharing applications) and other real-time communication methods that would mitigate the need for physical co-location of DOD personnel. Therefore, I approve the 2024 Fall Meeting as an in-person conference.

SUBJECT: NDTA and USTRANSCOM 2024 Fall Meeting – Approval to Co-Sponsor Conference; Waiver of DOD Cost Ceiling of \$500,000

c. My Fall Meeting approval acknowledges the overarching DOD mission benefits and gives each Commander and supervisor throughout DOD the opportunity to determine the mission benefit for his or her organization.

d. As a DOD co-sponsored conference, the Fall Meeting is not considered an “outside event” and DOD or Joint Staff policy does not limit DOD senior leader attendance.

e. I determine that the content of this event satisfies the following five JER requirements:

(1) The subject matter of the 2024 Fall Meeting involves scientific, technical, and professional issues relevant to the DOD and USTRANSCOM mission sets;

(2) The purpose of co-sponsoring the Fall Meeting is to improve DOD transportation and logistics by stimulating wider interest and inquiry into the mission-relevant scientific, technical, and professional issues and innovations; increase understanding of partners, suppliers, and customers; build relationships and trust; and provide professional development and education;

(3) The USTRANSCOM Staff Judge Advocate, in his capacity as a Deputy Designated Agency Ethics Official (DDAEO), determined NDTA is a recognized professional organization, after giving due consideration to the prohibitions against preferential treatment of any Non-Federal Entity;

(4) NDTA and USTRANSCOM will develop a co-sponsorship arrangement in accordance with the requirements of JER Section 3-206.b.; and

(5) The event is open to interested parties, and all sessions are Unclassified. The admission fee charged for attendance at the 2024 Fall Meeting will not exceed the reasonable cost of sponsoring the event.

4. I have reviewed the cost estimate for this year’s Fall Meeting, which is estimated at \$840,447, and pursuant to the authority delegated to me under DOD Conference Guidance Version 4.0, I approve a waiver of the \$500,000 conference ceiling.

5. In the event DOD or local authorities restrict travel or large in-person gatherings or conditions cause an in-person Fall Meeting to be otherwise not feasible, I approve holding the Fall Meeting as a virtual event. While experience has shown the virtual option to be less effective, it is preferable to canceling the Fall Meeting.

6. My staff is authorized to negotiate the required co-sponsorship agreement with NDTA and to participate in planning the 2024 Fall Meeting in accordance with applicable laws and regulations. I authorize the USTRANSCOM Chief of Staff to sign the co-sponsorship agreement on my behalf. The points of contact for this memorandum will keep me and the USTRANSCOM Staff Judge Advocate informed of all plans and costs to ensure no prohibited conference expenses are

SUBJECT: NDTA and USTRANSCOM 2024 Fall Meeting – Approval to Co-Sponsor
Conference; Waiver of DOD Cost Ceiling of \$500,000

involved and the conference circumstances do not create the appearance of Government impropriety. I may withdraw my permission at any point if I consider it necessary.

7. For any questions, please contact my NDTA-USTRANSCOM Fall Meeting Project Officers Mr. Jonathan Svoboda, at email jonathan.l.svoboda.civ@mail.mil, or phone at (618) 817-1465; and Mr. Timothy Ringdahl, at email timothy.p.ringdahl.ctr@mail.mil, or phone (618) 817-4126.



JACQUELINE D. VAN OVOST
General, USAF

cc:
TCJ5/J4
TCJ8
TCJA