



NDIA

25TH ANNUAL **EXPEDITIONARY WARFARE CONFERENCE**

Naval Expeditionary Forces - Designing 21st Century Competitive Advantages

February 22 – 23, 2023 | Arlington, VA | [NDIA.org/EWC23](https://www.ndia.org/EWC23)

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NDIA

WHO WE ARE

The National Defense Industrial Association is the trusted leader in defense and national security associations. As a 501(c)(3) corporate and individual membership association, NDIA engages thoughtful and innovative leaders to exchange ideas, information, and capabilities that lead to the development of the best policies, practices, products, and technologies to ensure the safety and security of our nation. NDIA's membership embodies the full spectrum of corporate, government, academic, and individual stakeholders who form a vigorous, responsive, and collaborative community in support of defense and national security. For more than 100 years, NDIA and its predecessor organizations have been at the heart of the mission by dedicating their time, expertise, and energy to ensuring our warfighters have the best training, equipment, and support. For more information, visit NDIA.org



EXPEDITIONARY WARFARE

WHO WE ARE

The Expeditionary Warfare Division is the focal point and coordinating element within NDIA for the identification, study, and resolution of expeditionary warfare and force protection issues in the littoral regions of the world, affecting the strength of the national defense industrial base and the armed services.

The Division conducts its activities through seven committees: industry, amphibious warfare, littoral and mine warfare, expeditionary unmanned vehicles, C4I in the littorals, seabasing and sustainment, and force protection/anti-terrorism. Close coordination is maintained with the director of the U.S. Navy Expeditionary Warfare Directorate (N95), the U.S. Marine Corps deputy commandant for plans, policy and operations, and the U.S. Coast Guard's assistant commandant for operations. The Division's annual conference attracts participants from government, industry, and the military services.



LEADERSHIP

BGen J. Scott O'Meara, USMC (Ret)
Division Chair

CAPT Mark Rios, USN (Ret)
Conference Chair

Terry McKearney
Conference Co-Chair

SCHEDULE AT A GLANCE

Wednesday, February 22

Registration

7:30 am – 6:30 pm

General Session

8:30 am – 4:50 pm

Reception

5:00 – 6:30 pm

Thursday, February 23

Registration

7:00 am – 5:15 pm

General Session

8:00 am – 5:15 pm

EVENT INFORMATION

LOCATION

Hilton Arlington National Landing
2399 Richmond Hwy
Arlington, VA 22202

ATTIRE

Civilian: Business | Military: Service A or B

WIFI

Network: Hilton Honors Meeting Network
Password: EWC23

SLI.DO



Ask and vote for your top questions during the 25th Annual EWC

Sli.do is an audience engagement platform that allows users to crowdsource top questions to drive meaningful conversations and increase crowd participation.

Maximize effectiveness of Q&A time

Participants can upvote the questions that they would most like to hear discussed. Simply tap the thumbs-up button to up-vote a question. Top questions are displayed for the moderator and speaker to answer. Participate at slido.com. Event code: **#EWC23**

SURVEY AND PARTICIPANT LIST

You will receive via email a survey and list of participants (name and organization) after the conference. Please complete the survey to help make our event even more successful in the future.

SPEAKER GIFTS

In lieu of speaker gifts, a donation is being made to the Fisher House Foundation.

EVENT CONTACTS

Tiffany Smith

Meeting Manager
(703) 247-2554 | tsmith@NDIA.org

Thomas Kienzle

Program Coordinator, Divisions
(703) 247-9491 | tkienzle@NDIA.org

PLANNING COMMITTEE

Mark Rios
Conference Chair

Dave Hebert
Session Chair

Charley Diaz
Session Chair

Lawrence Ryder
Session Chair

Richard Cope
Session Chair

Eric Winstrom
Session Chair

BGen J. Scott O'Meara, USMC (Ret)
Division Chair
Session Chair

Terrance McKearney
Session Chair

Col Jim Strock, USMC (Ret)
Session Chair

HARASSMENT STATEMENT

NDIA is committed to providing a professional environment free from physical, psychological and verbal harassment. NDIA will not tolerate harassment of any kind, including but not limited to harassment based on ethnicity, religion, disability, physical appearance, gender, or sexual orientation. This policy applies to all participants and attendees at NDIA conferences, meetings and events. Harassment includes offensive gestures and verbal comments, deliberate intimidation, stalking, following, inappropriate photography and recording, sustained disruption of talks or other events, inappropriate physical contact, and unwelcome attention. Participants requested to cease harassing behavior are expected to comply immediately, and failure will serve as grounds for revoking access to the NDIA event.

ANTITRUST STATEMENT

NDIA has a policy of strict compliance with federal and state antitrust laws. The antitrust laws prohibit competitors from engaging in actions that could result in an unreasonable restraint of trade. Consequently, NDIA members must avoid discussing certain topics when they are together at formal association membership, board, committee, and other meetings and in informal contacts with other industry members: prices, fees, rates, profit margins, or other terms or conditions of sale (including allowances, credit terms, and warranties); allocation of markets or customers or division of territories; or refusals to deal with or boycotts of suppliers, customers or other third parties, or topics that may lead participants not to deal with a particular supplier, customer or third party.

THANK YOU TO OUR SPONSORS



PREMIER SPONSOR

Huntington Ingalls is located in Pascagoula, MS, on 800 acres of the most important real estate in America. With 11,500 employees, Ingalls is the largest manufacturing employer in Mississippi and a major contributor to the economic growth of both Mississippi and Alabama. Our 81-year legacy has continuously proven we have the talent, experience, and facilities to simultaneously build more classes of ships than any other shipyard in America. We are the builder-of-record for 38 Aegis DDG 51 class guided missile destroyers, America (LHA 6) class large deck amphibious ships, National Security Cutters for the U.S. Coast Guard and the sole builder of the Navy's fleet of San Antonio (LPD 17) class amphibious assault ships. Huntington Ingalls has what it takes to build the military ships that keep America and our allies safe.



RECEPTION SPONSOR

AGENDA

WEDNESDAY, FEBRUARY 22

7:30 am – 6:30 pm

REGISTRATION

VIRGINIA FOYER

7:30 – 8:30 am

NETWORKING BREAKFAST

VIRGINIA FOYER

8:30 – 8:50 am

OPENING REMARKS

VIRGINIA BALLROOM

BGen J. Scott O’Meara, USMC (Ret)

Chair, Expeditionary Warfare Division, NDIA
President and Founder, JSO Innovative Strategies, LLC

MajGen Arnold Punaro, USMC (Ret)

CEO, The Punaro Group, LLC

8:50 – 9:20 am

KEYNOTE

VIRGINIA BALLROOM

The Honorable Carlos Del Toro

Secretary of the Navy

9:20 – 10:05 am

KEYNOTE: THE VIEW OF NAVAL LEADERSHIP

VIRGINIA BALLROOM

LtGen Greg Olson, USMC

Director, U.S. Marine Corps Staff

BGen J. Scott O’Meara, USMC (Ret)

Chair, Expeditionary Warfare Division, NDIA
President and Founder, JSO Innovative Strategies, LLC
Session Chair

10:05 – 10:25 am

NETWORKING BREAK

VIRGINIA FOYER

10:25 – 11:10 am

JOINT KEYNOTE: NAVAL WARFARE INTEGRATION

VIRGINIA BALLROOM

BGen Steven Lightfoot, USMC

Director for the Capabilities Development Directorate, Combat Development & Integration

RADM James Pitts, USN

Director, Warfare Integration, N9I, Office of the Chief of Naval Operations

Richard Cope

Chief Executive Officer, KGM Technologies
Session Chair

11:10 – 11:55 am

JOINT KEYNOTE: THE FUTURE IN NAVAL WARFIGHTING

VIRGINIA BALLROOM

Col Frederick Lewis, USMC

Assistant Vice Chief for Naval Research, Office of Naval Research

Richard Cope

Chief Executive Officer, KGM Technologies

Session Chair

11:55 am – 12:55 pm

LUNCH

COMMONWEALTH HALL (LOCATED ON THE LOWER LEVEL)

12:55 – 1:40 pm

US COAST GUARD SUPPORT OF EXPEDITIONARY WARFARE

VIRGINIA BALLROOM

RADM Michael Ryan, USCG

Deputy for Operations Policy & Capabilities, U.S. Coast Guard

Charley Diaz

Senior Director, Huntington Ingalls Industries

Session Chair

1:40 – 2:40 pm

VIEW FROM CAPITOL HILL

VIRGINIA BALLROOM

Jim Strock

Independent Consultant, Jim Strock Consulting, LLC

Moderator

Dr. Eric Labs

Senior Analyst for Naval Weapons and Forces, Congressional Budget Office

Ron O'Rourke

Specialist in Naval Affairs, Congressional Research Service

2:40 – 3:00 pm

NETWORKING BREAK

VIRGINIA FOYER

3:00 – 4:00 pm

TAKEAWAYS FROM THE WAR IN UKRAINE—AND THE IMPACT ON US DEFENSE STRATEGY — THINK TANK SESSION

VIRGINIA BALLROOM

Jim Strock

Independent Consultant, Jim Strock Consulting, LLC

Moderator

Col Mark Cancian, USMCR (Ret)

Senior Adviser, CSIS International Security Program

Bryan Clark

Senior Fellow, Center for Strategic and Budgetary Assessments (CSBA)

Lt Col Dakota Wood, USMC (Ret)

Senior Research Fellow, Defense Programs, The Heritage Foundation

Dr. Steven Wills

Navalist, Center for Maritime Strategy, Navy League of the United States

4:00 – 4:45 pm

CLOSING KEYNOTE SPEAKER

VIRGINIA BALLROOM

The Honorable Elaine LuriaFormer Congresswoman, Virginia's 2nd District**Lawrence Ryder**Vice President, Business Development and External Affairs, AUSTAL USA
Session Chair

4:45 – 4:50 pm

CLOSING REMARKS

VIRGINIA BALLROOM

CAPT Mark Rios, USN (Ret)Conference Chair, Expeditionary Warfare Division, NDIA
Senior Director, Strategy & Business Development, ATLAS North America

5:00 – 6:30 pm

NETWORKING RECEPTION

CRYSTAL BALLROOM

THURSDAY, FEBRUARY 23

7:00 am – 5:00 pm

REGISTRATION

VIRGINIA FOYER

7:00 – 8:00 am

NETWORKING BREAKFAST

VIRGINIA FOYER

8:00 – 8:15 am

OPENING REMARKS

VIRGINIA BALLROOM

BGen J. Scott O'Meara, USMC (Ret)Chair, Expeditionary Warfare Division, NDIA
President and Founder, JSO Innovative Strategies, LLC

8:15 – 8:45 am

KEYNOTE

VIRGINIA BALLROOM

Anne Sandel

Principal Civilian Deputy, Office of the Assistant Secretary of the Navy, Research, Development and Acquisition

8:45 – 9:15 am

SMALL BUSINESS AND DEPARTMENT OF THE NAVY

VIRGINIA BALLROOM

Arveice Washington

Deputy Director, Office of Small Business Programs, Department of the Navy

Terry McKearneyConference Co-Chair, Expeditionary Warfare Division, NDIA
President, The Ranger Group
Session Chair

9:15 – 9:45 am

NETWORKING BREAK

VIRGINIA FOYER

9:45 – 10:15 am

KEYNOTE: BUILDING AND DELIVERING THE FUTURE NAVY FORCE

VIRGINIA BALLROOM

VADM William Galinis, USN

Commander, Naval Sea Systems Command

Lawrence Ryder

Vice President, Business Development and External Affairs, AUSTAL USA

Session Chair

10:15 – 10:45 am

KEYNOTE: BUILDING AND DELIVERING THE FUTURE MARINE CORPS FORCE

VIRGINIA BALLROOM

BGen David Walsh, USMC

Commander, Marine Corps Systems Command

Richard Cope

Chief Executive Officer, KGM Technologies

Session Chair

10:45 – 11:45 am

PEO SHIPS SUPPORT OF EXPEDITIONARY WARFARE -- PROGRAM MANAGER

VIRGINIA BALLROOM

Tom Rivers

Executive Director, Program Executive Office, Ships, NAVAL Sea Systems Command

Larry Ryder

Vice President, Business Development and External Affairs, Austal USA

Session Chair

11:45 am – 12:45 pm

LUNCH

COMMONWEALTH HALL (LOCATED ON THE LOWER LEVEL)

12:45 – 1:45 pm

PEO USC SUPPORT OF EXPEDITIONARY WARFARE

VIRGINIA BALLROOM

RDML Casey Moton, USN

Program Executive Officer, Unmanned and Small Combatants

Larry Ryder

Vice President, Business Development and External Affairs, Austal USA

Session Chair

1:45 – 2:30 pm

MINE WARFARE TO DEFANG NEAR PEER COMPETITORS

VIRGINIA BALLROOM

Dr. Tony Freedman

Senior Research Scientist, Center for Naval Analyses

Dave Hebert

Vice President, Rolls-Royce North America

Session Chair

Eric Wirstrom

Vice President, VideoRay, LLC

Session Chair

2:30 – 3:15 pm

LOGISTICS IN CONTESTED ENVIRONMENTS

VIRGINIA BALLROOM

Jim Strock

Independent Consultant, Jim Strock Consulting, LLC
Moderator

LtGen Edward D. Banta, USMC

Deputy Commandant, Installations & Logistics Command

VADM Rick Williamson, USN

Deputy Chief of Naval Operations for Fleet Readiness and Logistics N4, Office of the Chief of Naval Operations

3:15 – 3:40 pm

NETWORKING BREAK

VIRGINIA FOYER

3:40 – 5:00 pm

NAVY EXPEDITIONARY WARFARE RESOURCE SPONSOR PANEL

VIRGINIA BALLROOM

BGen Marcus Annibale, USMC

Director, Expeditionary Warfare (OPNAV N95), U.S. Marine Corps

Richard Cope

Chief Executive Officer, KGM Technologies

5:00 – 5:15 pm

CLOSING REMARKS

VIRGINIA BALLROOM

CAPT Mark Rios, USN (Ret)

Conference Chair, Expeditionary Warfare Division, NDIA
Senior Director, Strategy & Business Development, ATLAS North America

BIOGRAPHIES



THE HONORABLE CARLOS DEL TORO

Secretary of the Navy

United States Navy

The Hon. Carlos Del Toro was sworn in as the 78th Secretary of the Navy August 9, 2021. As Secretary, he is responsible for over 900,000 Sailors, Marines, reservists, civilian personnel and an annual budget exceeding \$210 Billion. His priorities include securing the training and equipment successful naval operations demand and addressing the most pressing challenges confronting the US Navy and Marine Corps – China’s naval ambitions, climate instability, Covid’s ongoing impact, and strengthening a naval culture of inclusiveness and respect.

Born in Havana, Cuba, Del Toro immigrated to the U.S. with his family as refugees in 1962. Raised in the Hell’s Kitchen neighborhood of New York City, he attended public schools and received an appointment

to the United States Naval Academy, where he earned a Bachelor of Science Degree in Electrical Engineering. Secretary Del Toro was commissioned as a Surface Warfare Officer upon his graduation in 1983.

His 22-year naval career included a series of critical appointments and numerous tours of duty at sea – including First Commanding Officer of the guided missile destroyer USS Bulkeley (DDG 84); Senior Executive Assistant to the Director for Program Analysis and Evaluation in the Office of the Secretary of Defense; and Special Assistant to the Director and Deputy Director of the Office of Management and Budget – where he helped manage the budgets of DOD, the U.S. Department of State, the Central Intelligence Agency, the Defense Intelligence Agency, the National Reconnaissance Office, and the Peace Corps.

After retiring at the rank of Commander, Secretary Del Toro founded SBG Technology Solutions, Inc. in 2004. As its CEO and President, he supported defense programs across a host of immediate and long-term Department of Navy issue areas, including shipbuilding, AI, cybersecurity, acquisition programs, space systems, health, and training.

He holds a Masters in National Security Studies from the Naval War College, a Masters in Space Systems Engineering from the Naval Postgraduate School, and a Masters in Legislative Affairs from George Washington University.

Secretary Del Toro and his wife have four children and a granddaughter.



THE HONORABLE ELAINE LURIA

Former U.S. House Representative (VA)

Elaine Luria, a U.S. House Representative from Virginia; born in Birmingham, Jefferson County, AL, August 15, 1975; B.S., United States

Naval Academy, Annapolis, Md., 1997; attended United States Naval Nuclear Power School, Goose Creek, S.C., 2000; M.S., Old Dominion University, Norfolk, Va., 2004; United States Navy, 1997-2017; small business owner; elected as a

Democrat to the One Hundred Sixteenth and to the succeeding Congress (January 3, 2019-January 3, 2023); unsuccessful candidate for reelection to the One Hundred Eighteenth Congress in 2022.



ANNE SANDEL

Acting Principal Civilian Deputy

Office of the Assistant Secretary of the Navy, Research, Development and Acquisition

In October 2022, Ms. E. Anne Sandel re-assumed the duties of Acting

Principal Civilian Deputy to the ASN (RD&A). She had previously served in this position beginning January 2021 through May 2022. In this position, she provides oversight and policy for Navy & Marine Corps research, development, and acquisition/sustainment programs for shipbuilding, aviation, space, weapon systems, and communication systems. In her most recent assignment, she was selected as the Senior Acquisition Advisor to the Assistant Secretary of the Navy for Research, Development & Acquisition (ASN (RD&A)) in May 2022.

In July 2018, Ms. Sandel began serving as the Executive Director, Office of Naval Research where she is responsible for oversight of the coordination, execution, and promotion of science and technology for the United States Navy and Marine Corps.

Ms. Sandel began her professional career in Private Industry with the Newport News Shipbuilding Engineering Team supporting

aircraft carrier & submarine design and production. The Naval Sea Systems Command later recruited her where she served in a series of progressively more responsible positions in the design and construction of surface combatants, aircraft carriers, submarines, polar icebreakers, and mobile offshore bases.

She was subsequently appointed to the Senior Executive Service within the then newly established Program Executive Office (PEO) Aircraft Carriers where she was responsible for the CVN 77 Nimitz Class Aircraft Carrier Acquisition Program, and Future Aircraft Carrier Acquisitions (subsequently the Ford Class). She later served in a variety of policy and senior leadership positions throughout the DON, including appointment as a PEO, as Deputy Assistant Secretary of the Navy (DASN), and as Executive Director for multiple organizations.

Ms. Sandel is often the first in leadership positions as an "Agent of Change," including the founding Executive Director for PEO Integrated Warfare Systems and the first DASN

for Integrated Warfare Systems. She was also the DASN responsible for the implementation of Open Architecture within the DON.

Ms. Sandel holds Graduate Studies in Business Administration and a Bachelor of Science degree in Engineering from Old Dominion University. Ms. Sandel successfully completed the Defense Systems Management College Program Management, Acquisition and Program Management Course, as well as the Defense Systems Management College (DSMC) Program Manager's Courses (PMT 310, 302, 401, and 402). She is DAWIA certified Advanced Program Management and Engineering Technology Management.

She has earned the Presidential Rank Award (Meritorious Executive Recipient), Harold E. Saunders Lifetime Achievement Award (American Society of Naval Engineers), Silver Medal Award, Association of Scientists and Engineers, three Navy Meritorious Civilian Service Awards, and three Navy Superior Civilian Service Awards. She is also a three-time Navy Distinguished Civilian Service Awardee.

VITAL SIGNS 2023

Posturing the U.S. Defense Industrial Base for Great Power Competition



Download the Free Report: [NDIA.org/VitalSigns](https://ndia.org/VitalSigns)



TABLETOP DISPLAY HOURS

Wednesday, February 22
8:00 am – 4:30 pm

Thursday, February 23
8:00 am – 4:00 pm

TABLETOP DISPLAY DESCRIPTIONS



MASSIF

Massif's passion is to design and create advanced technical apparel that protects the United States Military and those working in the world's most challenging environments.



ELBIT SYSTEMS OF AMERICA

Elbit America has a history of providing maritime forces with industry leading technology purpose built for expeditionary operations. With advanced solutions in C2, Robotics and ATR, targeting systems and night vision, Elbit America provides the warfighter with a set of capabilities that increase lethality and survivability within a demanding operating environment. Visit ElbitAmerica.com or follow us on Twitter, LinkedIn and Instagram.



HII

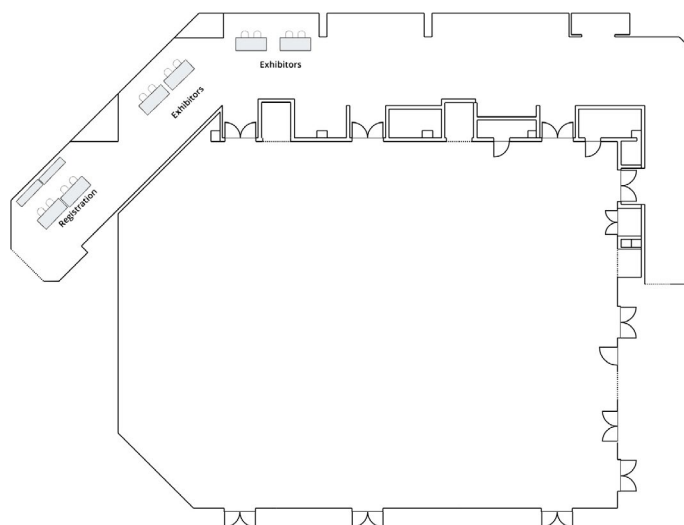
For 85 years, HII's Ingalls Shipbuilding division has designed, built, and maintained amphibious ships, destroyers, and cutters for the U.S. Navy and Coast Guard. The largest supplier of U.S. Navy surface combatants, Ingalls is simultaneously building four classes of ships and is honored to build tomorrow's fleet today.



KGM

KGM Technologies is the largest designer and manufacturer of weapon suppressors in the country. We are protecting the hearing of shooters everywhere and significantly enhancing the capability of our war-fighters. Our patented technologies and advanced manufacturing methods have allowed KGM to set the new standard of suppression.

VENUE MAP





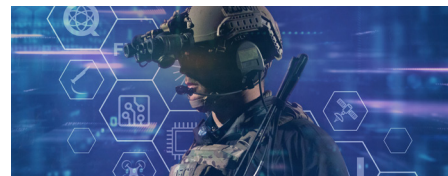
2023 TACTICAL WHEELED VEHICLES CONFERENCE

February 27 – March 1, 2023 | Columbus, OH



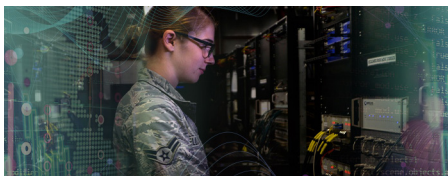
DLA SUPPLY CHAIN ALLIANCE CONFERENCE & EXHIBITION

May 3 – 4, 2023 | Richmond, VA



EMERGING TECHNOLOGIES FOR DEFENSE CONFERENCE & EXHIBITION

August 28 – 30, 2023 | Washington, DC



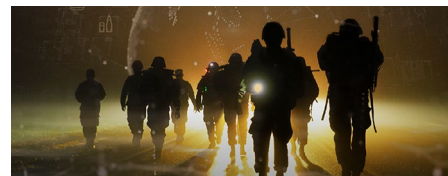
2023 HUMAN SYSTEMS CONFERENCE

March 1 – 2, 2023 | Arlington, VA



2023 JOINT NDIA/AIA SPRING INDUSTRIAL SECURITY CONFERENCE

May 8 – 10, 2023 | Lake Buena Vista, FL



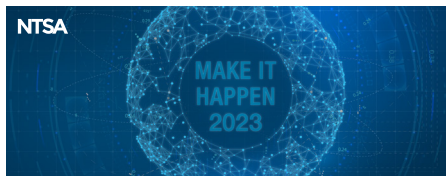
FUTURE FORCE CAPABILITIES CONFERENCE & EXHIBITION

September 19 – 21, 2023 | Huntsville, AL



2023 PACIFIC OPERATIONAL SCIENCE & TECHNOLOGY (POST) CONFERENCE

March 6 – 9**, 2023 | Honolulu, HI



MODSIM WORLD 2023

May 22 – 23, 2023 | Norfolk, VA



2023 WID NATIONAL CONFERENCE

September 26, 2023 | Arlington, VA



2023 MUNITIONS EXECUTIVE SUMMIT

March 22 – 23, 2023 | Parsippany, NJ



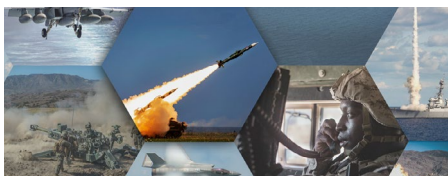
23RD ANNUAL SCIENCE AND ENGINEERING TECHNOLOGY CONFERENCE

May 23 – 25, 2023 | San Antonio, TX



I/ITSEC 2023

November 27 – December 1, 2023 |
Orlando, FL



INTEGRATED PRECISION WARFARE REVIEW (IPWR-23)

April 25 – 26*, 2023 | Alexandria, VA



TRAINING & SIMULATION INDUSTRY SYMPOSIUM (TSIS) 2023

June 21 – 22, 2023 | Orlando, FL

*All Classified | **Partially Classified