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Directory of DoW Program Executive Offices PEOs

2025 Edition

The Program Executive Officer (PEO) is the individual responsible for all aspects of a specific program or a portfolio of similar acquisition programs in the Department of War.

They (and their Contracting Officers) buy things.
Program Managers (PMs) work with the PEO and manage subsets of the larger program.

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Revision 1

Warning

This is not an official publication of the U.S. government

Do not depend on this document for accuracy, completeness
or business advice.
All data is from DoW websites and publicly available information.

2025 has seen more major changes in DoW organization and acquisition processes and regulations than in the last 40 years - for the better. Over the next year, new PEO offices and new organizations will be started and many will merge, reorganize or be shut down.

Military officers typically change jobs every few years.
Program Offices get closed and new ones opened as needed.
This means this document was out of date the day it was written.

Send updates to: updates@americasfrontier.com

Why Write This Document?

Think of this PEO Directory as a "*Who buys in the government*?" phone book.

Ever since I co-founded Hacking for Defense, my students would ask, "Who should we call in the DoW to let them know what problem we solved? How can we show them the solution we built?" In the last few years that question kept coming, from new defense startups and their investors.

At the same time, I'd get questions from the new wave of Defense Investors asking, "What's the best "Go-To-Market (GTM)" strategy for our startups?

Selling to the DoW takes time, but a well-executed defense strategy can lead to billion-dollar contracts, sustained revenue, and technological impact at a national scale. Existing defense contractors know who these DoW organizations are and have teams of people tracking budgets and contracts. They know the path to getting an order from the Department of War. But startups?

Most startups don't have a clue where to start. And selling to the Department of War is unlike any enterprise or B-to-B sales process founders and their investors may be familiar with. Compared to the commercial world, the language is different, the organizations are different, the culture of risk taking (in acquisition) is different, and most importantly the go-to-market strategy is completely different.

Amazingly, until last year's first edition of the PEO directory there wasn't a DoW-wide phone book available to startups to identify who to call in the War Department. Given the rapid pace of innovation outside the DoW, this was an obstacle to a whole-of-nation approach to delivering innovation to the warfighter.

(And as a final surprise, I started receiving requests from multiple Combatant Commands for access to the PEO Directory. Why? Because "...it would be powerful to include a database of PEOs to link to our database of Requirements, Gaps, and Tracked Technologies to specific PEOs to call.")

This is a classic case of information asymmetry, and it's not healthy for either the increasingly urgent needs of the Department of War or the nascent startup defense ecosystem.

2025 Edition Notes

The first edition of this document started solely as a PEO directory. Its emphasis was (and is) the value of a startup talking to PEOs early is to get signals on what warfighter problems to solve and whether the DoW will buy their product now or in the future. Those early conversations answer the questions of "is there a need?" and "Is there a market?"

This 2025 edition of the PEO Directory *attempts* to capture the major changes that are occurring in the DoW - in organizations, in processes and in people. (For example, the PEO offices of the three largest new defense acquisition programs -- Golden Dome, Sentinel and Columbia - will report directly to the Deputy Secretary of War, rather than to their respective Services. And the SecDef killed the cumbersome JCIDIS requirements process.)

What this means is that in 2025 the DoW will develop a new requirements and acquisition process that will identify the most urgent operational problems facing the U.S. military, work with industry earlier in

the process, then rapidly turn those into fielded solutions. (That also means the Go-to-market description, people and organizations in this document will be out of date.)

This 2025 edition includes a new section on how to use this Directory. It describes how the DoW buys and the various acquisition processes and programs that exist for startups.

The Directory now includes information about the parts of the government and the regulations that influence how the DoW buys - the White House Office of Management and Budget (OMB), and the Federal Acquisition Regulations (FAR). It added new offices such as Golden Dome Direct Reporting Program, DIU, AFRL, DARPA, MDA, CDAO, OSC, IQT, Army Transformation and Training Command, SOCOM, and others.

To help startups understand the DoW, for each service we added links to the organization, structure, and language, as well as a list of each Service's Headquarters Staff and General Officers/Flag Officers.

Appendix B has a linked spreadsheet with the names in this document.

Appendix C has a list of Venture Capital firms, Corporate Investors, Private Equity firms and Government agencies who invest in Defense. In addition, the Appendix includes details about the various DoW SBIR programs, a list of OTA Consortia, Partnership Intermediary Agreement (PIA) Organizations, and Tribal/Alaska Native Corporation (ANC) Companies.

Appendix D now lists and links to the military and state FFRDC test centers where startups can conduct demos and test equipment.

Appendix E added a list and links of Defense Publications and Defense Trade Shows.

Appendix F has a list of all Army system contractors.

This edition of the PEO Directory is on-line so it can be updated as changes become available.

Send updates and corrections to updates@americasfrontier.com

Steve Blank
Pescadero, California
September 2025

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Welcome

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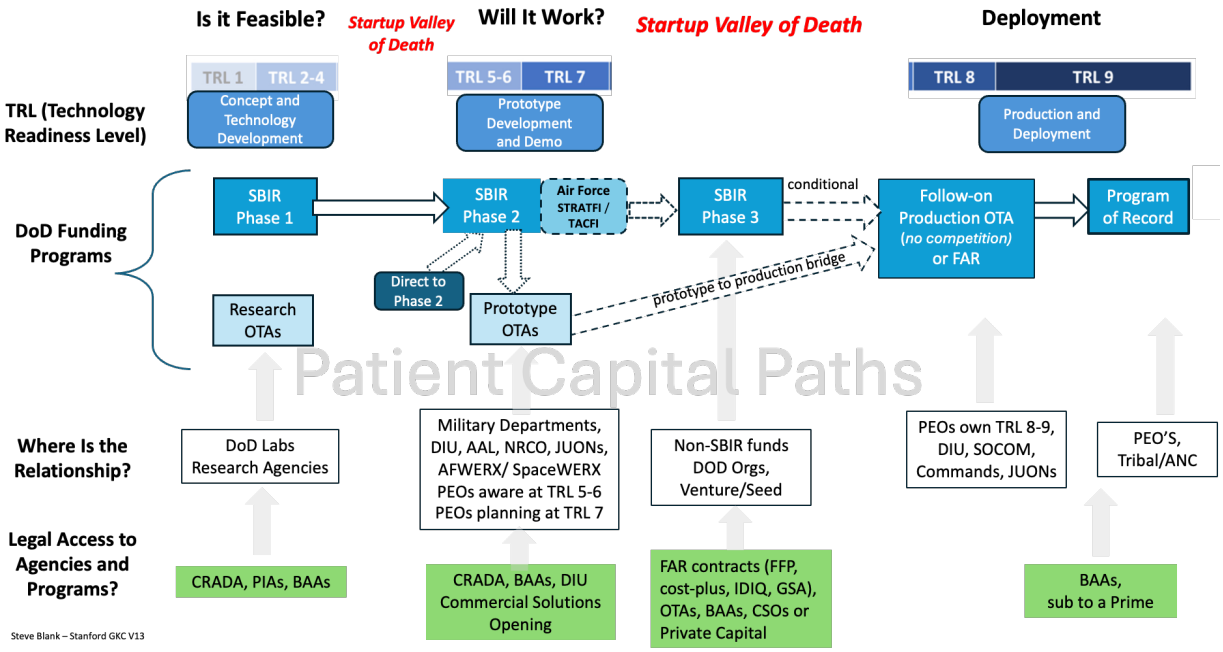
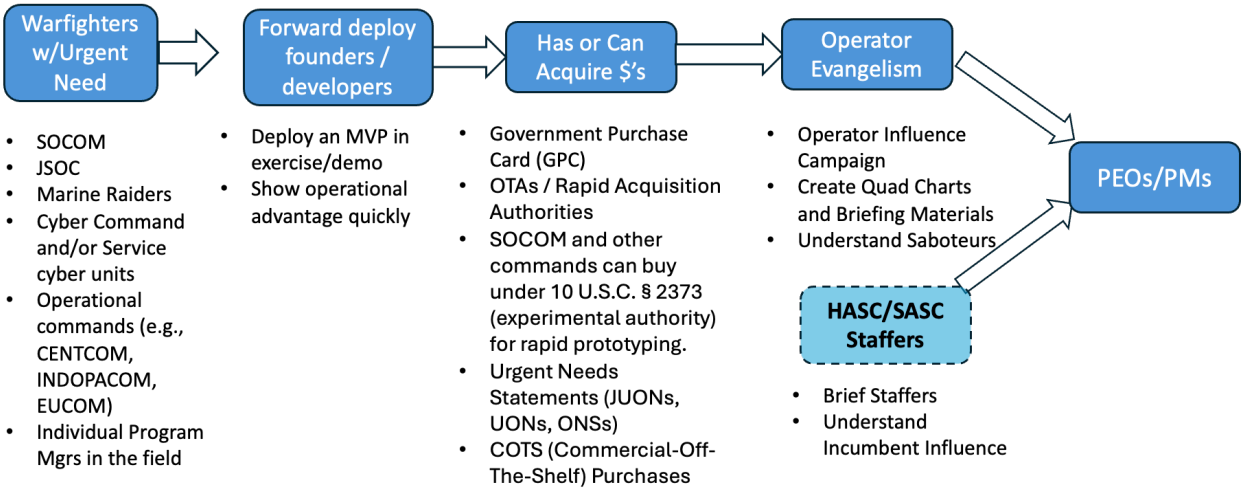
How to Work With the DoW

For a startup, how to sell to the DoW is an endless maze of buzzwords, processes and paperwork. How and where do you start? Below are simplified diagrams ***of two of the many*** paths for how a startup can get funding *and revenue* from the Department of War. The first example, *the Patient Capital Path*, illustrates a startup without a working product. They travel the traditional new company journey through the DoW processes.

The second example, the *Impatient Capital Path*, illustrates a startup with an MVP and/or working product. They ignore the traditional journey through the DoW process and go directly to the warfighter in the field. With the rise of Defense Venture Capital, this "swing-for-the fences" full-speed ahead approach is a Lean Startup approach to become a next generation Prime.

(Note that in 2025 selling to the DoW is likely to change - for the better.)





Impatient Capital Path

Direct to Warfighter/Field Unit

We're going to describe the buzzwords and details in both of these diagrams, but first cover some basics about *who buys* and *how they buy* in the Department of War.

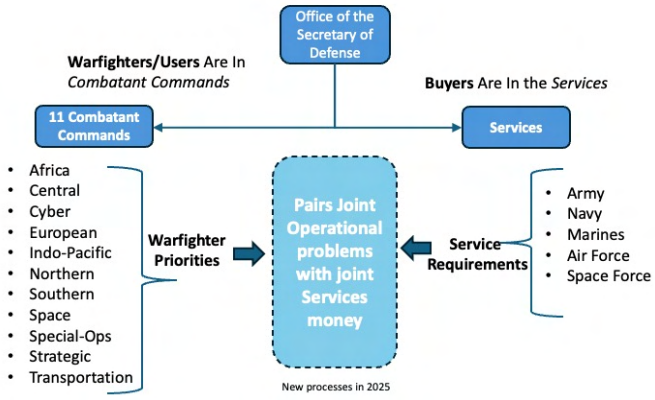
The Services Versus the Combatant Commands - Buyers Versus Users

Since 1985 the U.S. military has been organized into two different types of organizations; the 5 Armed Services - the Army, Navy, Marines Corps, Air Force and Space Force, and the 11 Combatant Commands.

The Services are responsible for recruiting, training *and buying* the equipment that will be used by the Combatant Commands. But the Services do not fight wars by themselves. Instead, the Combatant Commands are matrix organizations (called Joint Forces) made up of members of *all* the Services.

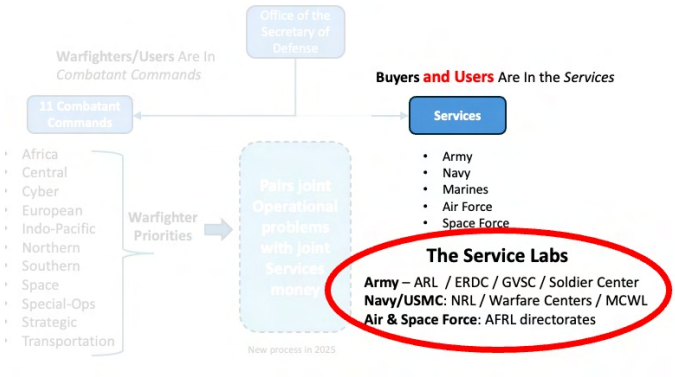
Some Combatant Commands are responsible for a specific part of the world (Africa, Middle-East, Europe, Indo-Pacific, the U.S., Central and South America and Space. Other Combatant Commands are responsible for specific functions, e.g., special operations, Nuclear deterrence, transport, and cybersecurity.

There is always inherent tension between what the services want to buy (historically they looked at *systems that will be delivered in years and last for decades*) and the needs of Combatant Commands (*they need it now*). As we write this, how those two are reconciled is in the midst of radical/positive reform.



The Services Are Also Users - And Likely Early Customers

Thinking of the Combatant commands as only the Users and Services as only the Buyers of products that Combatant Commands need is a bit misleading. It turns out that *the Services have lots of their own Users in organizations who can fund and buy from a startup*.



These organizations are the Service's Labs. Each military service has their own laboratories with ~ 60 labs scattered across the DoW. Some of them include: The Army Research Laboratory (ARL), Army Application Lab (AAL), Army Ground Vehicle Systems Center (GVSC,) Naval Research Lab, the Navy System Commands, Air Force Research Laboratory (AFRL,) and a DoW-wide lab, DARPA (Defense Research Project Agency).

The DoW Service's labs are described in more detail later in this section.

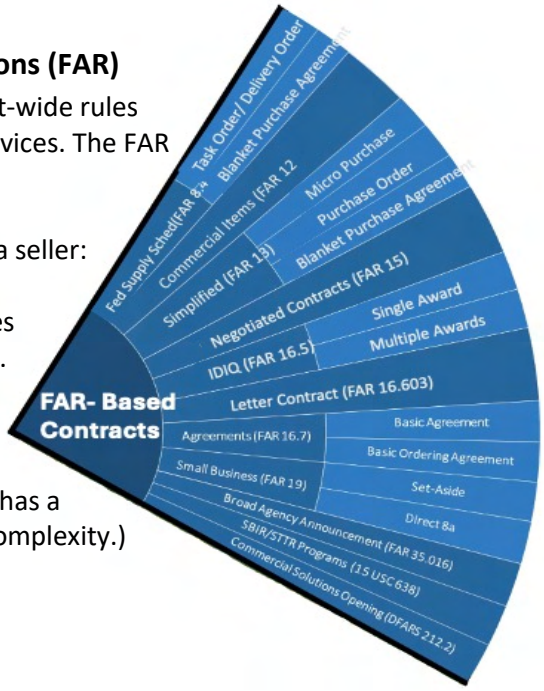
SOCOM - A Combatant Command That Can Be An Early Customer

Most Combatant Commands do not have their own major acquisition authority like the Services. However, SOCOM - the Special Operations Command - is an exception. It can buy directly, without going directly without going through a Service. SOCOM runs its own acquisition programs, labs, and prototyping efforts, and has a history of buying new equipment from startups. The SOCOM yearly tradeshow -SOF Week - is a market for new and emerging technologies. Call on SOCOM and go to and/or exhibit at the show.

Other Combatant Commands can buy items with their Operations and Maintenance money as long as the item's unit cost is under $250k and there is no Program of Record producing the same capability. There is no ceiling to how much a COCOM can spend under those two conditions. (Previously Combatant Commands O&M money was tied up in a restrictive R2 (where they weren't allowed to shift funds away from the described project or activity without going back to Congress or going through the formal reprogramming process.) That seems to have changed.

How Do the Services Buy? The Federal Acquisition Regulations (FAR)

The Federal Acquisition Regulations (FAR) is the set of government-wide rules that governs how agencies (including the DoW) buy goods and services. The FAR specifies a wide range of *contract types*. (See the adjacent Figure.)



The FAR also describes the *processes* that the DoW uses to select a seller: competition requirements, source selection and how they handle protests from the losers. And it has a ton of *clauses* that companies have to abide by: cybersecurity, small business, Buy American, etc. Finally, it specifies government *oversight* - via audit, reporting and ethics.

The FAR contains thousands of pages of complex rules. (The DoW has a Defense Acquisition University to train contracting officers in its complexity.)

Competitive RFPs, protests, audits, and reviews stretch acquisition timelines into years. This makes the DoW buying process extremely slow.

A company getting a FAR contract is burdened with high compliance costs: Flow-downs, accounting rules, cost data, and audits. These are expensive and time consuming. It's why Prime contractors have 10's or 100's of -people who do nothing but FAR paperwork. As a rule a FAR contract is not for small businesses/startups. The FAR is designed for buying Aircraft Carriers not startup technology.

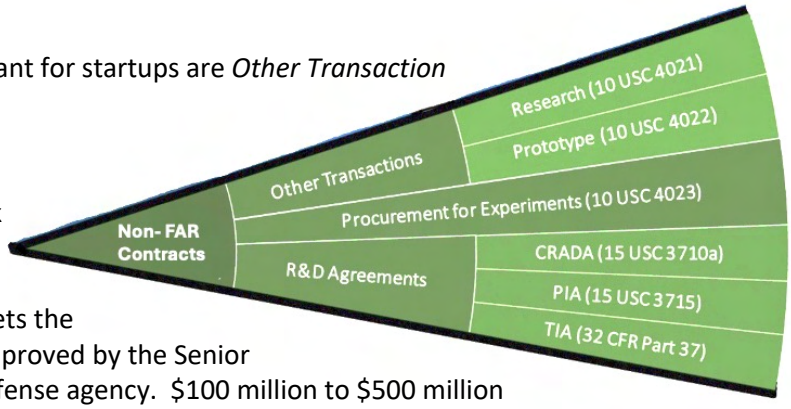
Keep in mind that the goal is to solve a real DoW problem. Don't show up with a solution in search of a problem. Start by getting out of your building and finding and deeply understanding the Warfighter/Lab gaps or unfilled problems. And the multiple stakeholders from users, requirements writers, and acquirers.

Build Minimal Viable Products (prototypes), to show your solution matches a valid requirement.

How Do the Services Buy From Startups? *Non*-FAR Acquisition.

Because the FAR is a brick wall between DoW and commercial innovators, Congress created a series of Non-FAR rules for buying from startups. These have much shorter contracts, simpler processes and clauses, and less stringent oversight.

The two types of Non-FAR acquisition relevant for startups are *Other Transaction Authorities* (OTAs) and *R&D Agreements.*



Other Transaction Authorities (OTAs.)
OTA's give the DoW more flexibility to work with startups.

An OTA can exceed **billions of dollars** if it gets the proper signature. (≤ $100 million can get approved by the Senior Procurement Executive of the service or defense agency. $100 million to $500 million requires approval by the Assistant Secretary of the Army (Acquisition, Logistics & Technology), ASN (RDA) for Navy, SAF/AQ for Air Force. $500 million and up must be approved by the Under Secretary of War for Acquisition & Sustainment (USD(A&S)).

Realistically, a startup can expect $250K–$5M for a prototype OTAs as the entry point. Success can lead to $10M–$100M+ follow-on production OTAs. These can be awarded without further competition if that possibility was stated in the original prototype agreement Some OTAs scale into programs-of-record worth billions, bypassing traditional FAR competition.

Who Can Award OTAs in the DoW?
Research OTAs are held by Research and Engineering-focused agencies (DARPA, MDA, ONR, AFRL, DTRA. Research OTAs are typically used for early-stage science and technology projects, so award sizes are usually smaller than Prototype OTAs. Unlike Prototype OTAs (which can roll into multi-hundred-million Production OTAs), Research OTAs range from $500K – $5M for single projects, but they are not usually meant for large-scale procurement.

Prototype OTAs are held by Military Departments and the Defense Innovation Unit, AFWERX / SpaceWERX, Army Applications Lab and Naval Rapid Capabilities Office. When a prototype is successfully completed, the law explicitly allows a follow-on Production OTA without further competition, provided:

- The Prototype OTA was competitively awarded, and
- The Prototype OTA notice stated that follow-on production was possible. This is sometimes called the "prototype to production bridge."

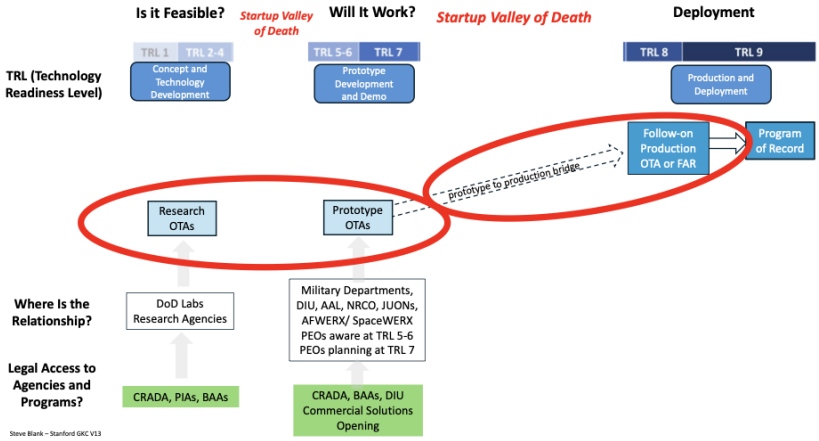
For startups the good news is that under OTAs Intellectual Property (IP) rights are fully negotiable. In general, companies retain ownership of IP assets created during the effort. The DoW is usually licensed certain rights to use these assets with the agreed terms and conditions.

Many startups turn their SBIR Phase 2 awards into Prototype OTAs by using OTA Consortia. See the OTA Consortia section and Appendix C.

Production OTAs

Each Military Department (Army, Navy, Air Force) has Service Acquisition Executives (SAEs) who hold OTA authority. They typically delegate OTA authority down to Program Executive Officers (PEOs), contracting centers, or specialized offices. See the DoW OTA guide from OSD A&S here, one from DARPA here.

In addition, the Army Contracting Command (ACC) has OTA-capable offices like ACC-New Jersey and ACC-Orlando. The Navy's OTA execution often flows through NAVSEA or the ONR (Office of Naval Research). The Air Force Life Cycle Management Center (AFLCMC) executes AFWERX/AFOTEC OTAs.



R&D Agreements - CRADAs (Cooperative R&D Agreements)

CRADAs allow companies to work with DoW labs without procurement contracts. A DoW Laboratory can contribute people, services, facilities, equipment, intellectual property, data, and other resources, but not money. CRADAs don't have funding attached to them, they can be a great way for startups to jointly pursue R&D with potential DoW customers and better understand end user problems, people, processes and requirements.

Successful Defense tech companies (Anduril, Saronic, Capella et al) all have had multiple CRADAs to engage in the detailed conversations needed to learn warfighter/customer requirements, and what to build. This typically occurred when they had high-fidelity prototypes. If companies use CRADA effectively, they should result in follow-on contract dollars.

Some DoW organizations/agencies can use a CRADA to get your people and your company cleared before you have a formal contract. One of the other benefits of a CRADA is that under a CRADA, a startup can access DoW test ranges. See Appendix D for a list of DoW test ranges and centers.

R&D Agreements - Partnership Intermediary Agreement (PIA)
Partnership intermediary organizations are the technology scouts and matchmakers for the DoW. They don't have funding attached to them, and cannot issue contracts or OTAs. But under the FAR DoW labs, program offices, and technology centers can work with a partnership intermediary organization—often a nonprofit, state/local government, or university entity—to help transfer technology and foster collaboration with startups. There are over 50 PIAs and they are executed decentrally by labs, warfare centers, and commands.

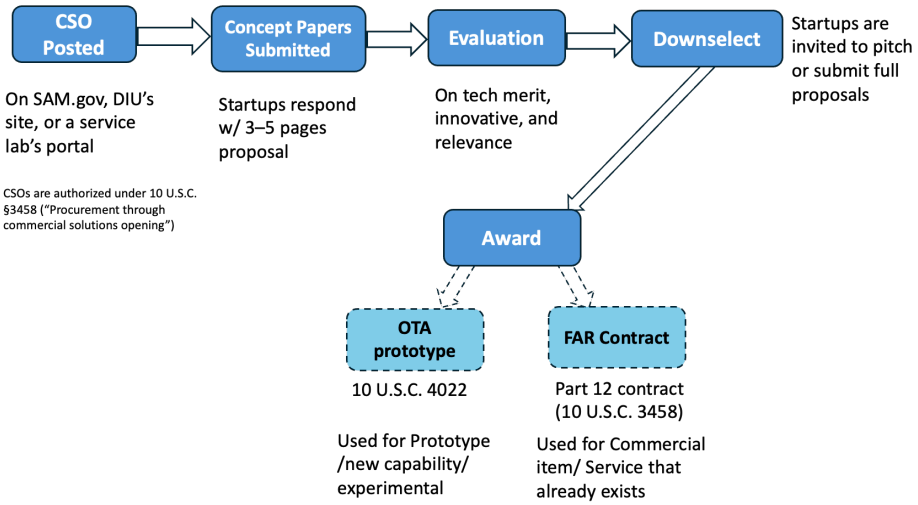
Keep in mind that getting a CRADA (Cooperative R&D Agreement with a DoW lab accomplishes the same thing, or better.
Appendix C lists and links to most PIAs.

R&D Agreements - Technology Investment Agreement (TIA)
In the past, TIAs were used by DoW research offices (OUSD(R&E), DARPA, ONR, AFRL, ARL, NRL, DTRA, MDA) for pre-competitive, cost-shared R&D projects with startups. They're rare today because OTAs are more flexible, but still on the books and occasionally used

Commercial Solutions Opening (CSO)

CSOs are *not a standalone statute/contract type like OTAs or CRADAs*, but they are a *new competitive procedure* authorized by DoW pioneered and used by the Defense Innovation Unit- DIU (and others) to quickly solicit and fund innovative commercial solutions.

CSOs at DIU are used to describe broad DoW problem statements, then down-select a small set of vendors who come in and pitch and demo. DIU then offers quick contract awards - typically prototypes or research OTAs. Legally, CSOs solve the problem that the FAR doesn't allow rapid down-selects or "pitch day" style competitions easily. CSO's can be used to buy commercial products and services, R&D studies for commercial technology or to mature/transition commercial technology for use in the DoW.



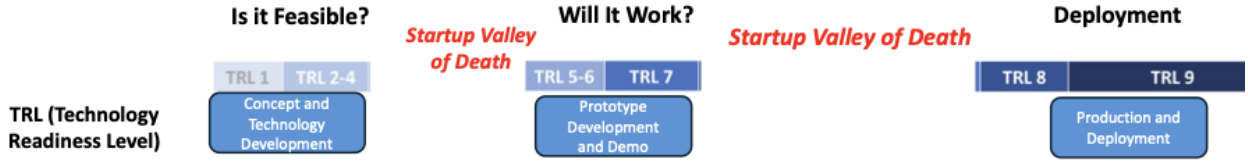
CSOs are great for startups as they have negotiable payment milestones, terms and conditions, and intellectual property and data rights. And there is no requirement to adhere to government accounting standards. If the DoW partner who issued the CSO wants to deploy the prototype solution, OTA authority *allows them to issue a follow-on production contract without the need for further competition.*

Think of CSOs as an “open door” contracting method that looks more like how venture capital or industry scouting works than traditional DoW contracting.

TRLs - Technology Readiness Levels

The Department of War (DoW) uses the Technology Readiness Level (TRL) scale to figure out how ready a company’s technology is before they buy it. This framework was adapted from NASA's original 1-page TRL definitions, and is codified in the 89-page DoW Technology Readiness Assessment (TRA) Guidebook, June 2023.

Think of TRLs as a way for the DoW to ask - Is this technology feasible? If it is feasible, will it work? And if it works can it be built and deployed at scale?



Questions about your startup product/service Technology Readiness Level (TRL) will come up in almost every conversation with a DoW lab, Program Office, Research Agency, etc. You should be clear where your product is now, and be able to articulate an evidence-based plan on how it will get to deployment.

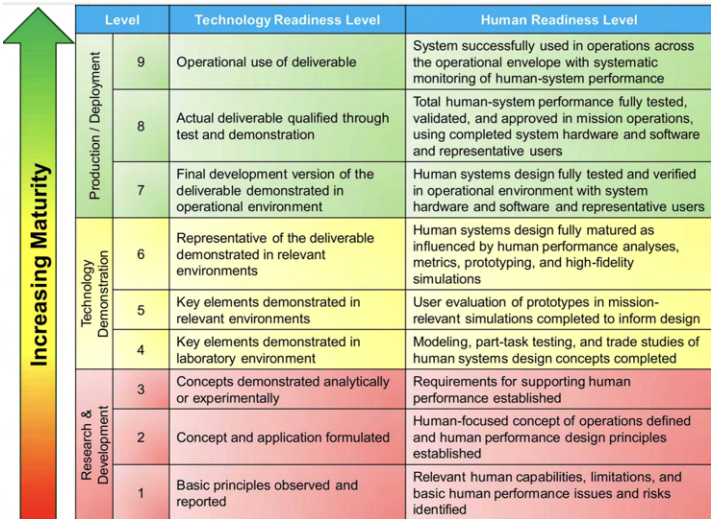
TRL	Definition (Hardware)	TRL Example
1	Basic principles observed and reported	Scientific findings published
2	Technology concept and/or application formulated	Speculative use cases identified
3	Analytical and experimental proof-of-concept	Lab bench validation of concept
4	Component and/or breadboard validated in lab	Subsystem tested in lab
5	Component and/or breadboard validated in relevant environment	Subsystem in simulated field
6	System/subsystem prototype demo in relevant environment	Prototype test in field conditions
7	System prototype demo in operational environment	Prototype UAV flight test
8	Actual system completed and qualified through test and demo	Weapon subsystem qual’d via testing
9	Actual system proven through successful mission operations	Fielded system used in operations

HRLs - Human Readiness Levels

In August 2025, OSD (R&E) added long-needed - HRLs - Human Readiness Levels - to incorporate items like weight, layout and form, so they can be understood and designed in as early as possible during development.

The DoW has adopted the existing ANSI/HFES 400-2021 standard.

A HRL primer is here. It will take awhile but eventually HRLs, like TRLs will start showing up in requirements.



Note to startups: While the DoW might be asking about your TRL or HRL, they don't tell the whole story.

What drives your company's readiness to deliver and the right path to sell, is not only the maturity of the problem-solution match and the ability of your company to build it, but the government willingness and capability to integrate it.

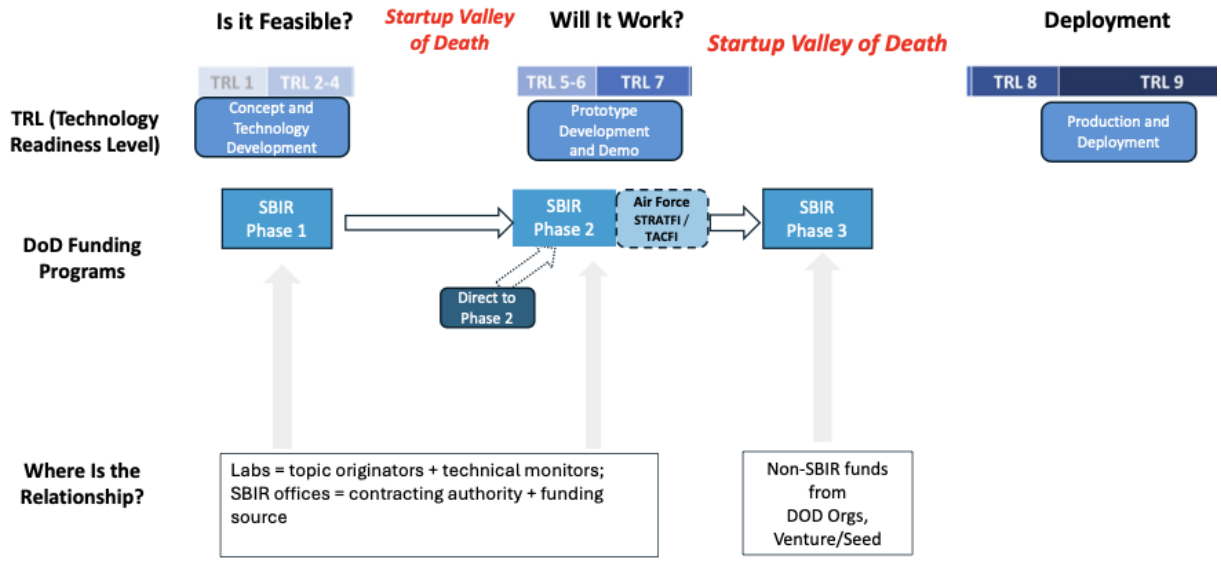
For example; If you have an immature technology and an immature company you need SBIR Phase I.
Or if you have a mature company, mature technology, but the government can't transition it, then the path might be to get a CRADA, educate the government, then jump to later stages in the diagram.
Or use the second diagram of going direct to the Warfighter.

Keep in mind the formula **TRL +HRL + ARL + IRL**.
TRL the Technology Readiness Level - is the state of your product.
HRL the Human Readiness Level - are the product human factors optimized for use.
ARL the Adoption Readiness Level - does the DoW know they have a problem, need a solution and have or can find a budget to pay for it
IRL the Investment Readiness Level - can you find the capital to fund your company.

SBIRs - Small Business Innovation Research Grants

The DoW Small Business Innovation Research - SBIR - program offers startups the equivalent of *pre-seed funding - in the form of grants - without taking any equity* (but in exchange for lots of paperwork.)

Each service, and the DoW, have their own SBIR/STTR office, and each is looking for different things and has different criteria. Look at the DoW SBIR/STTR portal here for all the active SBIR solicitations. Note that an SBIR process is not a "get big fast" process.



Applying for a DoW SBIRs *makes sense for startups who don't have a working product or even a prototype.* You can get a SBIR Phase 1 grant to prove technical feasibility, and investigate potential military/commercial value, or to do a Concept Study. The deliverable of a Phase 1 SBIR could be limited prototyping and/or technology risk reduction.

If you get accepted to a SBIR, the money comes in two phases; Phase 1 $50K - $275K and if you apply and if you get accepted, a follow-on Phase 2 of up to $2 million. Some companies with strong commercial traction can skip Phase I through Direct-to-Phase II (D2P2).

(One approach to selling to the DoW is to start with a small pilot R&D program and get it funded via SBIR grants and then hopefully turn that into an OTA and eventually a Program of Record (PoR).)

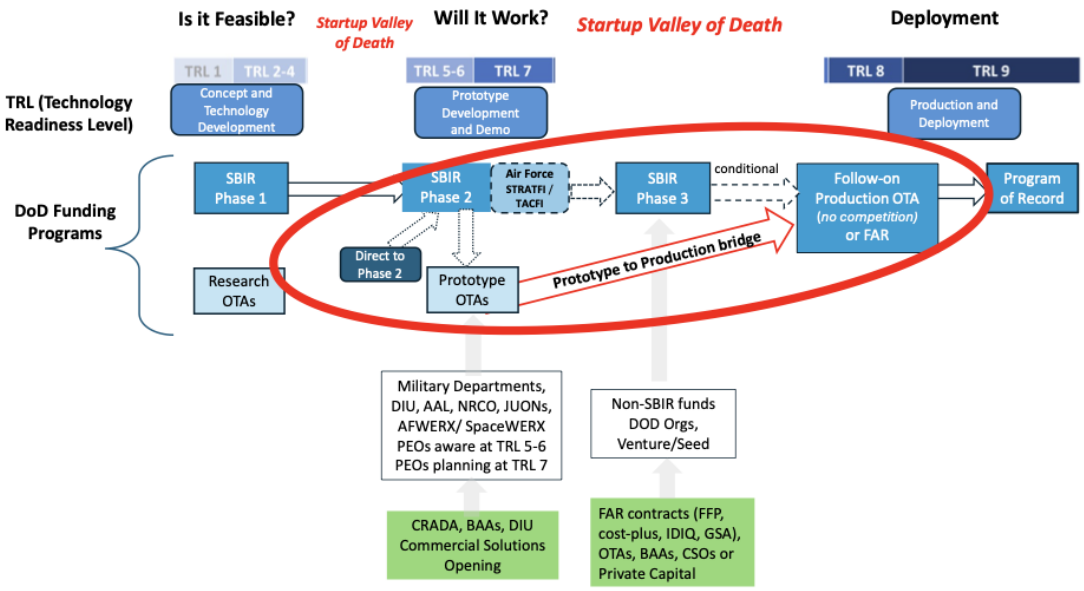
The goal of a DoW SBIR Phase II grant is to build and test a working prototype/functional demo in a relevant DoW environment. (Look for Direct-to-Phase II (D2P2) programs.)

One of the benefits of getting a DoW SBIR is that if a company had a SBIR Phase 1 or Phase 2, the government contractor can use DoW SBIR Phase III sole source authority to go directly to contract and forgo a more open competitive process.

What's Next After a SBIR Phase 2? - ***TACFI/STRATFI***
The Air/Space Force both have bridge funds - Strategic Funding Increase (STRATFI) and Tactical Funding Increase (TACFI) Programs. See here. Companies that have been awarded a Phase II contract within the last two years are eligible to apply. TACFI provides an additional $375K-$2M and STRATFI an additional $3M-$15M. Look at the AFRL Ecosystem webpage here

What's Next After a SBIR Phase 2? - ***SBIR Phase 3***
A SBIR Phase 3 contract needs to be funded with non-SBIR money (procurement, O&M, RDT&E, or even private/VC). The benefit of a SBIR Phase III is that it is eligible for a sole-source contract (no re-competition is required), it's unlimited in size and duration, and it preserves your company's SBIR data rights.

How to Get a SBIR Phase 3? Find a DoW Program Office / PEO (the customer with real budget). They fund you with their dollars through a Phase III award. The contracting office can use an IDIQ, GSA schedule, or other vehicle. You don't have to wait on DoW money only. Phase III can be funded by Commercial sales, Prime contractor partnerships, Venture capital, other government agencies (NASA, DHS, DOE)



What's Next After a SBIR Phase 2? - ***Prototype to Production OTA***
Many SBIR firms parlay their Phase II tech into a Prototype OTA (via a consortium like SpEC, IWRP, MCDC). If successful, this can roll into a non-competed Production OTA (like Phase III).

If you've been working the system, you would have found PEO / Program Managers as sponsors (the critical customer) to know about you when you are in the early-prototype stage in the lab, and sponsor you as your product was being tested in the field.

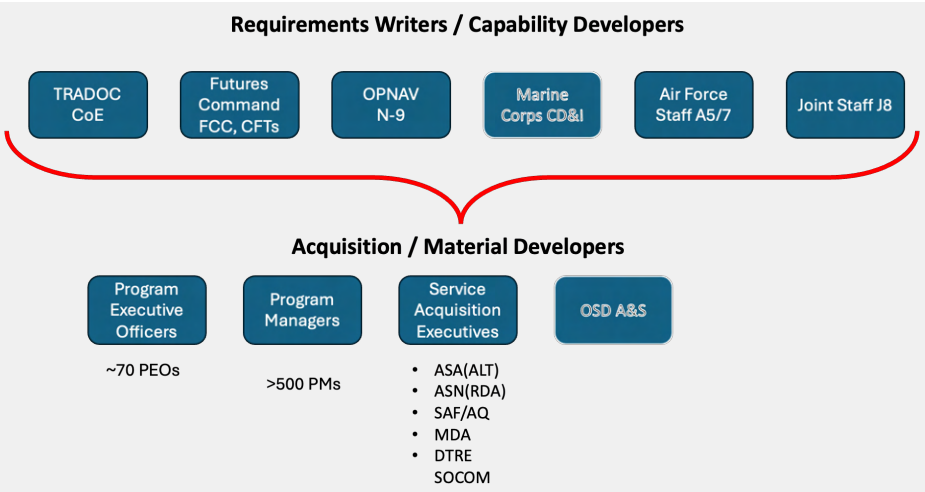
At this stage you may be ready to blend in commercial/VC funding to sustain development while DoW ramps.

Search this document for the word "SBIR" and see Appendix C for details for how each of the Services SBIR programs differ.

Talk to the Requirements Writers (Capability Developers)

All the services have Requirements writers (Capability Developers) who draft Initial Capability Documents (ICDs), Capability Development Documents (CDDs), and Capability Production Documents (CPDs). These influence what the Services are looking to buy. Capability developers **do not** sit inside PEOs or acquisition program offices, but they directly work with them. The requirements side is kept separate from acquisition, to - in theory - prevent "buying what you already decided you want."

DoW capability developers (requirements writers) mostly sit in Service requirements commands and centers (Navy OPNAV N9 (Warfare Systems) on the Navy staff, Marine Corps Combat Development & Integration (CD&I), in the Army's new Transformation and Training Command Future Command +, TRADOC Capability Development and Integration Directorate (CDID), Air Force Deputy Chief of Staff for Strategy, Integration and Requirements (AF/A5/7), and in Joint Staff J8. They interface with Combatant Commands (CCMD J8/J9) for operational needs and with PEOs/PMs for acquisition.



Keep in mind:
- **Requirements Lane** (Capability Developers): Service Futures/Concepts commands, TRADOC CoEs, OPNAV N-9, Marine Corps CD&I, Air Force Staff A5/7, Joint Staff J8.
- **Acquisition Lane** (Materiel Developers): PEOs, PMs, Service Acquisition Executives (SAEs), OSD A&S.

(The Materiel Developer is the organization or command responsible for acquisition, fielding, and sustainment of a materiel system. These are almost always the Program Executive Offices (PEOs) and their subordinate Program Managers (PMs) inside the Services and Defense Agencies.)

You need to talk to both the Requirements and Acquisition lanes.

Talk to the Service Labs, Future Concepts Centers and Forward Looking PEOs

As mentioned earlier, one (of many) possible startup go-to-market strategies is to look to the DoW Lab ecosystem for early CRADAs, research and prototype/R&D SBIR grants, and OTAs. The DoW lab ecosystem is big and varied – with 60+ labs, warfare centers, and engineering centers across the services. The ones that are practical "entry points":

- Have discretionary budgets or rapid contracting authorities.
- Run open solicitations or challenges for nontraditional vendors.
- Have mandates to work with commercial tech and move quickly into prototyping.
- Write CRADAs with startups
- Have Partnership Intermediary Agreements (PIAs) and have given OTA authority to Consoritia (both described further below.)

Below are a few places to start listed by services/commands. Details and links about these organizations can be found in the rest of this document.

Federal Labs

Army Labs

The Army Application Laboratory (AAL) - part of the Army Futures Command - mission is to get the best technology to Army units faster by putting new solutions in the hands of Soldiers, either through pilot programs or with units for extended experimentation. AAL has a list of open opportunities here. For startups, AAL's ability to *influence requirements documents* is critical to help new technologies cross the valley of death. AAL's strategic contribution is to grow the base of commercial technology firms solving

Army tech problems. Read AALs performance report and then their web-site to get an idea of what they do.

DEVCOM - the Army Combat Capabilities Development Command focus is on Basic and Applied research for the Army, often 2- 5 years out creating prototypes, and technology seeded into Army programs. DEVCOM has 7 directorates.

DEVCOM also houses the Army Research Laboratory (ARL, Adelphi & Aberdeen). See here for their engagement opportunities with startups via: Synchronized Persistent Army Experimentation (SPARX), CRADAs (Cooperative Research and Development Agreements), SBIR/STTRs, Other Transaction Agreements (less frequent than the Army Application Lab) to onboard nontraditional vendors. DEVCOM often partners via Consortia like NAMC (National Advanced Mobility Consortium). DEVCOM also offers Patent License Agreements (PLAs) to tech transfer their inventions out to companies.

The Army's xTechSearch manages all the Army innovation prize competitions. Open competitions here.

ERDCWERX - offers collaboration and contracting with the Army Engineer Research and Development Center (ERDC) - part of the Army Corps of Engineers. Events, tech challenges, and opportunities here.

The Army Software Factory, part of the Army's Future Command is an innovation program for active duty soldiers, SGT through SFC, CW2 and CW3, and 1LT through MAJ.

Navy Labs

NavalX - now part of the Navy Rapid Capabilities Office - offers startups opportunities via the NavalX Tech Bridge Network, regional connections for Navy/Small Business collaboration.

The Office of Naval Research (ONR) publishes a list of Broad Area Announcements (BAAs) - notices of funding opportunities (NOFOs) and commercial solution openings (CSOs). Each announcement provides technical and contracting points of reference. See here.

The Navy Systems Commands - SYSCOMs - all use Broad Agency Announcements (BAAs) and SBIR/STTRs and OTAs. Look at the Navy SBIR page here. A list of all Navy SBIR/BAA announcements can be found here. Search this document for each system command small business office.

- Naval Sea Systems Command (NAVSEA) see here for announcements
- Naval Air Systems Command (NAVAIR)
- Naval Information Warfare Systems Command (NAVWAR) SBIR office here
- Naval Facilities Engineering Systems Command (NAVFAC)
- Naval Supply Systems Command (NAVSUP)
- Marine Corps Systems Command (MCSC)

The Navy has a SBIR/STTR Transition Program via the Virtual Transition Marketplace

Air Force Labs
Air Force Research Laboratory (AFRL) located at Wright-Patterson (Dayton, OH), Kirtland (Albuquerque), Rome (NY), and Eglin (FL). Currently, AFRL has the easiest "on-ramp" into DoW with high transition success.

AFRL's innovation programs include AFWERX, the innovation arm of the Air Force and AFWERX Ventures Program. Each year, AFWERX awards approximately 1,400 SBIR/STTR contracts worth more than $1.4 billion. AFWERX developed the Strategic Funding Increase (STRATFI) and Tactical Funding Increase (TACFI) Programs, a bridge for SBIR Phase II winners into programs of record. See here. Small businesses that have been awarded a Phase II contract within the last two years are eligible to apply. TACFI provides an additional $375K-$2M and STRATFI an additional $3M-$15M.
Look at the AFRL Ecosystem webpage here.

AFRLs sponsors the Catalyst Accelerator offering a variety of Air Force/Space Force topics in a three month semi-residential program in Colorado Springs or Ogden. They take no equity.

STRIKEWERX is an innovation arm of the Air Force Global Strike Command Office of the Chief Scientist. Look at the Air Force and Space Force Tech Connect website for other Air Force opportunities.

If you're looking for ideas and/or technology, the Air Force Tech Transfer Office has thousands of technologies to transfer to industry. See here.

Space Force Labs
SpaceWERX (part of AFWERX) acts as the startup entry point for the U.S. Space Force. They run pitch days and commercial solution openings for space tech companies. Space Ventures is their investment arm via SBIR and STRATFI/TACFI. Space Spark connects end-users to lab engineers and acquirers to pursue novel solutions to their toughest challenges

The Space Development Agency also has a dedicated small business office.

SOCOM Labs
The Special Operations Command is one of the few combatant commands with its own innovation hub and acquisition authorities. SOFWERX looks for cutting-edge technologies that enhance the equipment and capabilities of U.S. special forces. Fast contract awards.

SOCOM Broad Area Announcements can be found here.

Defense Innovation Unit (DIU)
The Defense Innovation Unit (DIU) is the only DoW organization focused exclusively on fielding and scaling commercial technology across the U.S. military at commercial speeds. DIU has a $billion budget for acquisition.

DIU currently focuses on seven areas: Artificial Intelligence, Autonomy, Cyber and Telecom, Emerging Technology, Energy, Human Systems and Space, and has portfolio managers and staff.

DIU has OTA authority. For companies who already have off-the-shelf products, DIU's Commercial Solutions Openings (CSO) with 60-to-90 day timelines to contracts, posts their current open solicitations here. Any individual or commercial entity is eligible to respond to a DIU solicitation. See the DIU CSO Guide here.

DIU also posts "Challenges," a scalable prize competition that brings together ventures, DoW Mission Partners, and subject matter experts, resulting in an award and justification for potential post-program activities.

DARPA
DARPA funds startups through SBIR, BAAs, and program-specific solicitations. Companies that win DARPA work often get credibility that accelerates follow-on sales. See DARPAConnect and the DARPA Small Business Office. DARPA's list of open opportunities is here.

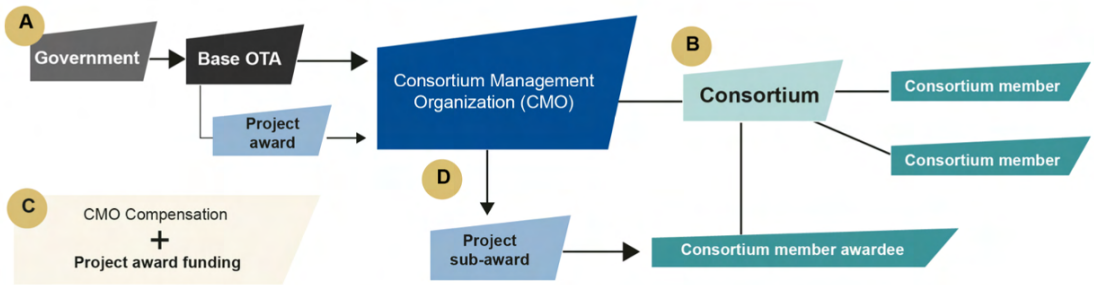
DoW-wide Innovation Programs
DoW Office of Small Business Programs - part of the Acquisition and Sustainment in Industrial Policy (NDS-IP).

Rapid Integrated Scalable Enterprise (RISE) and APEX Accelerators is a network of 650+ procurement professionals that help local businesses compete successfully in the government marketplace.

OTA Consortia

A Consortia is a membership organization (usually run by a nonprofit or management firm) that pools companies, universities, and labs around a specific mission area (e.g., space, aviation, C5ISR, undersea warfare, armaments). Consortia exist primarily to issue Other Transaction Authority (OTA) solicitations — fast-track prototype contracts that bypass much of the Federal Acquisition Regulation (FAR).

Figure 1: Notional DOD Consortium-Based OTA Model



A. The government awards a base OTA, which provides terms and conditions that generally apply to all projects awarded and serves as a starting point for negotiations between the government, CMO, and consortium member awardees. In this notional model, the base OTA and projects are awarded to a consortium via the CMO. The project award includes the terms and conditions specific to the project.

B. Organizations join a consortium by signing a consortium membership agreement, and in some cases by paying membership dues. Once an organization is a consortium member, it is eligible to receive project awards.

C. The government obligates funding for both CMO compensation and the project awards. The funding can be obligated on the base OTA or project award, depending on the model. CMO compensation is used to pay the CMO for administrative and acquisition support that it provides to the government.

D. In this notional model, the CMO issues a project sub-award on behalf of the government to a consortium member, making it a consortium member awardee. A project sub-award executes the project.

Source: GAO analysis of DoD information GAO-22-10537

DoW organizations (AFRL, etc.) award a base OTA to the consortium manager (e.g., SOSSEC, NSTXL, AMTC), who then issues OTA solicitations and awards prototype project awards to its members. Startups join a consortium as members, paying a small fee, and then gain access to project awards normally hidden behind acquisition walls.

Consortia can be a primary OTA contracting pathway for startups.
See the Consoritia list and links in Appendix C. These are worth looking at.

Tribal/Alaska Native corporations (ANC) Firms

Native American tribes and Alaska Native corporations (ANCs) have special status in DoW contracting, and the security clearance rules apply a little differently to them. They participate in DoW contracting through the 8(a) program and other SBA set-aside authorities. They often get sole-source contracts above the usual 8(a) caps. ~3% of Federal contracts have gone to Tribal/ANC firms. They are considered "nontraditional" vendors and sometimes bring unique capabilities (e.g., logistics, facilities, cyber, defense services).

Tribal/ANC firms can act as primes or subs on DoW contracts. They often get sole-source awards (sometimes >$100M) under 8(a) rules. They *cannot act as PIAs* (different legal authority). They do not operate as consortia (*not organized to issue OTA solicitations*). But Tribal/ANC firms can and do receive OTA awards if they are members of a consortium, just like any other company

For startups, working with Tribal/ANC firms can be a contracting shortcut. Particularly if Tribal/ANC firms have Sole-source authority, you get faster contract awards. Many Tribal/ANC firms have Facility Clearances and can "wrap" your work. At times the Tribal/ANC firms can win large sustainment, IT or logistics contracts that you can feed technology into.

So in practice, your Go-To-Market strategy could treat tribal/ANC companies as both channel partners and prime contractors who can accelerate access and revenue — especially in the valley of death between prototypes and programs of record.

Appendix C lists and links to most of them. These are worth looking at.

PIA's, Consortium's and Tribal/ANC - What's The Difference?

Entity Type	Can Scout?	Can Issue OTA?	Can Get Prime Advantage Contracts
PIA	Yes	No	No Outreach, matchmaking
Consortium	No	Yes	No OTA vehicle for the services
Tribal/ANC	No	No	Yes sole-source, faster awards

Accelerate the Procurement and Fielding of Innovative Technologies (APFIT)

One other source of funding that startups/scaleups that have working systems should investigate is the OSD (R&E) APFIT program. APFIT provides direct procurement dollars (typically $10 million–$50 million) for transition-ready technology, and this year software-only solutions are being considered. The Services, Combatant Commands, Defense Agencies nominate projects annually.

Programs of Record (PoR)

While OTAs can sustain a company (up to $500M), the prize In the Department of War (DoW) is a Program of Record (PoR). A PoR is a formally approved, funded, and documented acquisition program that is listed in the Future Years Defense Program (FYDP). Each PoR sits inside a Program Executive Office (PEO) and has a program manager and team overseeing its execution within budget and timeline. PoRs are subject to various oversight requirements, including reviews, reporting, budgetary constraints, and performance metrics.

Programs of Records turn startups into real companies. It's the gift that keeps giving. They offer stability due to their reliable funding and reduced risk of sudden cancellations.

Validated Requirements

Most of the time, the Services can't spend money on new technology without a validated requirement to tell Congress what it is and why it needs it (although there are lots of exceptions.) Without being in a Service's budget submission to DoW, there is little chance that, when the new fiscal year begins in October, the program will see any money. For a small company with only a single product or small number of innovative products for which the DoW is the only customer, that can mean the valley of death because of the length of time it could take them to get funded. (See the section above describing Requirements Writers (Capability Developers.)

Validated requirements explain to Congress how a Service is spending its appropriations, and they explain to the contractor what the Service wants, very specifically. Requirements come from needs expressed by commanders, and they can also come from Service leaders looking to close capability gaps. For example, the Army Requirements Oversight Council vets and validates them—or doesn't. The Army likes capabilities to follow doctrine. This is a cultural thing—the Navy often experiments with capabilities and builds doctrine around new ones.

Note that this process is *rapidly* changing for the better in 2025.

What is a Program Executive Office - a PEO?

Nearly all of the hundreds of billions of dollars of products and services the DoW buys every year are managed by Program Executive Offices - headed by Program Executive Officers. A Program Executive Office manages the lifecycle of major acquisition programs. They are responsible for the cost, schedule, and performance of a major system, or portfolio of systems - some worth billions of dollars for a specific program (e.g., the Joint Strike Fighter) or for an entire portfolio of similar programs (e.g., the Navy Program Executive Office for Digital and Enterprise Services).

While a startup may be happy securing early-stage funding, that's not the same as achieving scalable revenue. This is where PEOs become critical. PEOs oversee everything from early technology assessments to full-scale deployment. They can turn your startup from a hobby into a business.

PEOs define requirements and their Contracting Officers buy things (handling the formal purchasing, issuing requests for proposals (RFPs) and signing contracts with vendors). Program Managers (PMs) work with the PEO and manage subsets of the larger program.

This 2025 version of the directory lists *67 Program Executive Offices* and their Program Executive Office**rs** and ~500 Program/Project Managers. (It also provides an overview of the other offices in the DoW responsible for requirements, acquisition and innovation programs.)

By the time your product is at TRL 5-6, PEOs ought to be aware of you. And by TRL 7 they ought to be planning how to buy from you. To do so, get to know the program managers, the problems they're solving, the warfighters they serve, in the appropriate PEOs as early as possible. That will put your company in a great position to know how to offer solutions to solve their problems.

Before You Talk to PEOs/PMs, Start by Understanding Customers and their Problem

Start your journey by talking to the multiple customers in the DoW:

- Operators/Warfighters - these are the ultimate users; they validate the need.
- The service Labs (ARL, AFRL, NRL) - fund prototypes and experiments.
- Requirements Writers/ Capability Developers (OPNAV N-9, AF A-5/7, TRADOC CoEs, Joint Staff J-8).
- PEOs/PMs - control acquisition budgets and programs of record.

Match your proposal to a PEO/PM to their mission, budget, and acquisition path.

Make it easy for the PEOs/Program Managers to say yes:
- Share with them what you heard from other Customers and validate whether they believe that's a problem.
- Show low risk, high return, and fast results for your solution.
- Don't chase topics—chase problems.
- Find the pain point and reverse-engineer your solution around it.

Include PEOs in the path to scale in your Go-to-Market plan:
— Add transition options like IDIQs, OTAs, or named Phase III routes.
— Get someone in a program office to say, "We want this."

Who Are the PEOs?

Each Service branch has multiple PEOs, often structured around mission areas like aviation, space, ground systems, intelligence, and cybersecurity. These offices report to service acquisition executives and control POR funding — which determines whether a technology moves beyond experimentation and into mass adoption.

A Program Executive Office (PEO) in the Department of War has a fairly consistent hierarchical structure across services, though the exact titles can vary by branch. Here's the typical structure you'll see in this guide:

Program Executive Officer (PEO)

- Rank / Grade: Often a Flag Officer (O-7/O-8) or Senior Executive Service (SES) civilian.
- Role: Senior acquisition official responsible for all programs in their portfolio.
    - Reports to: Service Acquisition Executive (SAE) — e.g., ASN(RDA) for Navy, ASA(ALT) for Army, SAF/AQ for Air Force — or in joint cases, to the Defense Acquisition Executive (USD(A&S)).
    - Accountable for cost, schedule, and performance of all assigned programs.

Deputy Program Executive Officer (DPEO)

- Rank / Grade: Senior military (O-6) or SES civilian.
- Role: Second-in-command; manages day-to-day PEO operations and acts as PEO when absent.

Remember to go back to the Budget Documents and understand the budget line and funding stream for each of these programs.

Program Managers (PMs)

- Rank / Grade: O-5/O-6 military or GS-15 civilian (sometimes SES for major programs).
- Role: Leads a single Acquisition Category (ACAT) program — e.g., ACAT I (Major Defense Acquisition Program) or ACAT II/III.
    - Responsible for execution within cost, schedule, performance parameters.
    - Reports to: The PEO.

In the Navy, some Program Executive Offices (PEOs) have full acquisition authority, while others work in tandem with OPNAV (Office of the Chief of Naval Operations) resource sponsors or Fleet Commanders. Knowing where the decisions are made — and who holds the money — will help you get traction. Take some time to review the Navy's recent budget submissions when looking for a resource sponsor — a large portion of the Navy's budget is aligned under platforms (ships, submarines, aircraft) — so if your technology benefits the platforms, it could be a better place to start than more niche sponsors.

Deputy Program Managers (DPMs)

- Supports the PM, may lead specific efforts within the program.

Note: Interactions with PEOs/program managers are valuable at every stage, not just for getting an order. Talking to PEOs early will give your company signals on whether the DoW will buy your product now or in the future. If possible a CRADA with a PEO office is a running start. These conversations help answer the question "Is there a market?".

Functional Leads / Chiefs

Typically include:

- Chief Engineer – Oversees technical design, integration, and engineering discipline.
- Business/Financial Manager (Comptroller) – Manages budget planning, cost analysis, and contract funding.
- Contracts Lead – Oversees contracting strategy, solicitations, and awards.
- Logistics / Sustainment Lead – Plans sustainment, supply chain, and lifecycle support.
- Test & Evaluation Lead – Oversees developmental and operational test planning.
- Cybersecurity / Information Assurance Lead – Ensures compliance with DoW cyber and security standards.
- Human Systems Integration Lead – Ensures systems meet human performance requirements.

Integrated Product Teams (IPTs)

- Cross-functional teams under PM/DPM guidance for specific system components or subsystems.
- Include engineers, logisticians, testers, contracting officers, and operators.

Understand Who and Where the Saboteurs Are

Odds are there's an incumbent supplier the Program Office is currently working with. None of those suppliers are going to give up their existing contract just because your company showed up. Many of

these suppliers have lobbyists and have been working with congressional stakeholders who influence appropriations. Without you having your own internal DoW advocates and external congressional support, even the most promising startup can find itself excluded from long-term funding cycles.

Understand Why it Appears Like the Frozen Middle
Program managers have invested their time, political capital and a lot of government money in their program and existing suppliers. There is a tendency to continue a program because there is already quite a bit invested in it. This is the “sunk cost” fallacy. It occurs in all organizations, not just the DoW.

The trap for a program manager is thinking that if they cancel the program, their previous investment will have been "for nothing," even when abandoning the project would be the more beneficial path forward for the warfighter, service and country. On top of it, is their emotional cost of recognizing that their bet on an incumbent supplier turned out to be less than optimal. Finally, in the DoW, rather than celebrating killing programs that aren't delivering, a failed program can be a black mark on a career. The result is that many program managers continue with existing contractors and a lack of interest in alternative solutions.

To a startup the sum of this can appear as a culture of the “frozen middle of field grade officers.”

It takes the rare PEOs/program manager who is willing to move on from existing vendors that are late, over budget, underdelivered, or have been leapfrogged by new technology. These forward looking PEOs and program managers do exist. (And the acquisition and personnel changes in 2025 are going to accelerate a change in culture and behavior.) Find ones who want to solve warfighter problems. Make sure these are the ones you’re talking to.

Dual-Use Startups and Venture Capital

Venture capital investors have strong opinions - pro and con - about Dual-Use startups. Dual-Use refers to a startup trying to sell the same core technology to both Commercial markets (e.g., civilian, enterprise, consumer markets), and Defense/national security markets (DoW, DHS, intelligence community).

Some examples of companies that in theory could sell to both defense and commercial markets are:

- AI/ML software: Used in commercial logistics and can be adapted for military supply chains.
- Drones: Consumer or industrial inspection drones, a hot topic for kinetic, counter UAS and ISR (intelligence, surveillance, reconnaissance) applications.
- Cybersecurity tools: Enterprise IT defense can be adapted (but with additional hardening) for DoW networks.
- Advanced materials: Lightweight composites for autos, potential applications for missiles, spacecraft, armor or aircraft.
- Biotech: Commercial diagnostics, synthetic biology, can be used for battlefield health monitoring.

On paper this is a good idea because your company (and the DoW) can piggyback on commercial R&D investment (DoW doesn’t have to fund 100%), and your company isn’t solely reliant on slow DoW contracts.

However, and this is a big "however," *startups rarely have the bandwidth to do both at the same time*.

- Sales process, customers, problems/needs and business models have no commonality
    - That means the people you hire for one market have no expertise in the other. You need two distinct sales organizations.
- Selling to DoW means navigating FAR/DFARS clauses, CMMC (cybersecurity), ITAR/Export Control, security clearances.
- Even with "fast" tools like OTAs or CSOs, transitioning from prototype to real procurement can take years. The DoW "valley of death" is real. Unless you have deep-pocket VCs, DoW funding often runs out after SBIR Phase II, before a Program of Record picks up the technology.

The Rise of Defense Venture Capital
As of 2025 the market cap of Palantir, Anduril, et al has made defense startups the next hot thing for venture investors. It's getting to the point that most VCs will at least look at a startup in defense. Appendix C lists and links to the VCs, Private Equity firms and family offices who are investing in defense and government startups.

The rise of defense VCs has changed the risk calculus of a startup wanting to sell to the DoW:

- It makes DoW-only startups viable (with the right investors in Appendix C).
- It reduces the need for a forced dual-use story.
- It provides capital and political cover to cross the valley of death.
- But it also raises expectations — defense startups are no longer "small boutique suppliers," they're expected to grow into prime challengers.

Once you survive the valley of death and make it into a Program of Record, the DoW can be a decade-long customer with billions in sustainment funding. FAR contracts may be painful up front, but they yield predictable, recurring revenue unlike consumer markets.

Security clearances, ITAR, export controls, and DFARS compliance, while also painful, create high barriers to competition. A DoW-only startup that "breaks in" can defend its niche better than in commercial SaaS markets, where competition is brutal. Being "classified capable" itself becomes a moat.

Some startups can bootstrap growth by leaning entirely on DoW R&D money (SBIR, OTAs, BAAs) in early years and use the government as the anchor customer. This can replace the need for Venture Capital, especially for founders who don't want to dilute equity. A handful of deep-tech hardware firms have grown this way, going government-first instead of VC-first.

So what's the right answer? It depends on your passion. Are you on a mission to solve problems to make the country safer and secure? And do you think you have a unique product/insight? Go defense.

Working with Congress

Part of a Go-to-Market strategy has to include talking to the House (HASC) and Senate Armed Services Committee (SASC) Staffers and Congressman. They sit at the intersection of funding, oversight, and requirements-setting that can make or break a new entrant.

HASC and SASC Committees Control DoW (and PEO) Money
The National Defense Authorization Act (NDAA) and annual appropriations bills define what technologies, programs, and pilot projects get funded in the DoW. Staffers write the legislative "marks"

that can insert new start program authority, plus-up funding, or special technology pilots that directly benefit a startup's product category. Without line-item funding or a budget wedge, even an interested PEO, lab, or operator may not be able to scale a prototype into a program of record.

HASC and SASC Committees Provide DoW Oversight and Leverage
Congress acts as a counterweight to the bureaucracy - when service labs or PEOs drag their feet, staffers can demand briefings and pressure action.

Interaction with HASC and SASC Get You Access and Attention in the DoW
Building relationships with Congressional staff raises a startup's credibility with the Pentagon. Program managers notice when Members of Congress ask about a technology in hearings. (They will be annoyed but you are now on their "pay attention to radar.") Members and staffers can connect startups to key DoW offices, labs, or programs that align with Congressional interest.

Staffers Versus Congressman
Your first instinct might be to get to the "top" and talk to the congressman. If you do so, you're going to ignore other important people - the Staffers. *Staffers Are the Real Subject-Matter Experts*. Professional staff members (PSMs) on HASC and SASC often have years (sometimes decades) of experience with defense programs, acquisition law, and budget marks. They are the ones who actually draft the legislative language in the NDAA and appropriations bills. A Member's vote and remarks are critical, but the staffer is the one who writes "the Secretary shall establish…" or inserts a $20M "plus-up" line item. Staffers track hundreds of programs and technologies. They are the filter and gatekeepers of information — if you want an idea to land in legislation, it usually has to be convincing to a staffer first.

Staffers Shape Requirements and Priorities. They influence what the Pentagon must study, report on, or prototype. Language like "the Secretary shall establish a program for…" often originates with HASC/SASC staff. They can direct services to accelerate adoption of a given class of technology (e.g., autonomy, AI, hypersonics, counter-UAS).

Staffers Provide Continuity. While Congressmen come and go based on elections, committee assignments, or leadership changes. Staffers often stay across multiple cycles, giving them institutional memory. A staffer you brief this year may still be there five years later when your technology is ready to scale.

Staffers Control Access. A Congressman/Senator's time is extremely limited. Staffers decide which companies/technologies get a slot on the calendar or a recommendation to the Member. If you haven't educated the staff, your five-minute "meet and greet" with the Congressman/Senator won't translate into actionable support.

You want the Congressman/Senator to be the visible champion of your technology (asking DoW about it in hearings, visiting your facility, touting local jobs). But the staffer is the one who, drafts the mark-up language, coordinates with the service on implementation, tracks whether the DoW followed through

Startups that educate staffers early may see their technology area prioritized in defense strategy documents, service roadmaps, or mandated pilot programs. They can protect against Policy and Budget shocks and help navigate threats like CRs (Continuing Resolutions), reprogramming cuts, or service budget reshuffles. They can secure report language or earmarks (congressionally directed spending) that stabilize funding streams for emerging tech.

You can find the names of the 2025 HASC/SASC staffers in Appendix G. And further details of Congressional Offices by subscribing to Legistorm or CQ.

DoW Go-To-Market Strategies

Go-to-Market in the DoW

In Commercial Business-to Business sales "Go-to-Market" means defining the:

- Target customers (who uses it, who buys, who recommends, who influences).
- Channels (direct sales, distributors, Value Added Resellers - VARs, online).
- Value proposition and messaging (pain points, Return On Investment - ROI).
- Path to revenue (land-and-expand, subscriptions, etc.).

Selling to the DoW is different. In the DoW, your "customers" and "channels" are not just end-users but an ecosystem:

- Customers:
  - Operators/Warfighters - these are the ultimate users; they validate the need.
  - The service Labs (ARL, AFRL, NRL) - fund prototypes and experiments.
  - Requirements Writers/Capability Developers (OPNAV N-9, AF A-5/7, TRADOC CoEs, Joint Staff J-8) specify needs
  - PEOs/PMs - control acquisition budgets and programs of record.
- Channels / Partners:
  - CRADAs/PIAs provide matchmaking, discovery, and early access.
  - Consortia (OTAs) - contracting vehicles for prototypes and possible path to production OTAs.
  - Primes - potential integration channel into billion-dollar programs.
  - Tribal/ANC firms - possible sole-source channel, can provide access to clearances.
  - Mid-tiers, UARCs, FFRDCs, DIU, AFWERX are accelerators and secondary contracting channels.
- Value Proposition / Messaging:
  - Speak in mission outcomes, not product features.
  - Show how your tech improves readiness, survivability, lethality, or cost.
- Sample Paths to Revenue:
  - Early - use SBIR / DIU / PIA pilot events.
  - Mid - use Consortia OTAs and subcontracts through primes/ANCs.
  - Scale - PEO integration into Programs of Record.
  - Swing for the Fences - go directly to the Warfighter.

We'll expand on this outline in detail in this section. First some basics.

Just to be clear, **there is no single entry point to the DoW that is "the right way."** The most successful startups run a multi-pronged strategy. Below are two very different examples of a DoW Go-To-Market strategy.

Keep in mind that **the DoW budget cycle plans 2.5 years ahead**, so depending on the source of your prototype funding (SBIR/Venture Capital, DIU, etc.) there may be the proverbial "Valley of Death" before you can scale with money Congress appropriates through the Program Objective Memorandum (POM). Help your sponsor understand how your product/service aligns to a validated requirement or Program Element (PE).

If you have a new capability, this may involve writing new requirements that explain why your technology will help the DoW stay ahead of our adversaries. Justify your inclusion in the Program Objective Memorandum (POM). Every line item in the budget is competed for and prioritized, and new starts are often treated skeptically by the bureaucratic frozen middle that have long-standing unfunded requirements.

Don't be shy about recommending divestments that your technology enables. While the DoW budget has grown, things still need to be removed to fit all the new programs.

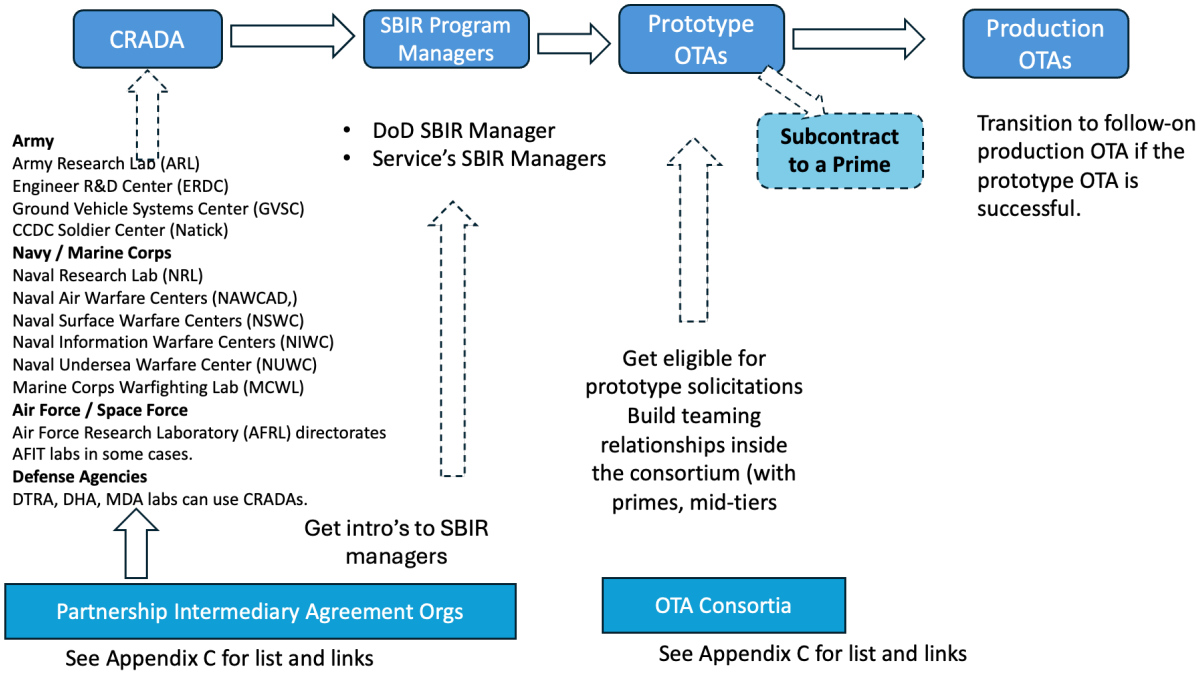
Work the HASC and SASC staff and PEO/PMs with these messages.

If You Don't Have A Working Prototype or Product

A startup go-to-market strategy without a working product or even a prototype, might look like as follows. (Note that this strategy - CRADA's, PIAs, SBIRs, prototype solicitations, etc. - is a *patient* capital approach that might take years for a company to scale. See the Direct-to-Operator / Direct-to-Field for an *impatient* capital approach.

Goal: Transition from "nontraditional" to fully cleared defense contractor.

1. Get out of the building and understand potential customers' problems and hypothesize how your theoretical solution might solve it for (warfighters/operators, lab managers)
2. Get introductions to SBIR/STTR managers.
3. Start with CRADAs and/or PIAs Partnership Intermediary Agreements
4. To gain eligibility for prototype solicitations, join relevant consortia
5. Build teaming relationships inside the consortium (with primes, mid-tiers).
6. Submit to OTA solicitations and win prototype contracts.
7. Transition to follow-on production if the prototype is successful.



Start with CRADAs and/or PIAs Partnership Intermediary Agreements

PIAs get you in the door but a CRADA is the beginning of a partnership.

A strong startup strategy usually involves engaging PIAs for exposure and getting aligned with the labs, and SBIR exposure and consortia for funded prototype opportunities and scaling.

PIAs (such as SOFWERX, ERDCWERX, Doolittle, IN3, TechLink, et al.) offer Pitch days, hackathons, challenge events. This provides your company with Visibility and with warfighter/operator feedback. These PIAs (listed in Appendix D) help you connect with the DoW without you needing prior federal contracting experience.

PIAs can introduce you to DoW SBIR managers and help you write SBIR/STTRs proposals that have better odds of getting funded. A PIA might host an event (e.g., SOFWERX pitch day) that leads to awareness of your tech. That awareness can help DoW PEO program offices decide to sponsor an SBIR topic aligned with your solution or increase your odds of being selected. Some PIAs (like TechLink) provide free proposal support for SBIR applicants (help writing, aligning to topics, understanding DoW language). Many PIAs host defense innovation events: AUSA, TechConnect, Defense Manufacturing Conference. But keep your eye on SBIR solicitations (via dodsbirsttr.mil)

Use Consortia to Get to a Prototype Funding Path

Consortia can get your company your first prototype contracts and help you align to whatever the mission is of their DoW partners. Consortia exist to issue Other Transaction Authority (OTA) solicitations, fast-tracking prototype contracts that bypass much of the Federal Acquisition Regulation (FAR). Consortia get you on contract to DoW Labs they have relationships with (AFRL, ARL/DEVCOM, NRL). Consortia can also provide CRADAs, technical testing, TRL maturation.

Subcontract to Primes

When you start to win OTA prototypes, primes (Lockheed, Boeing, RTX, Northrop, General Dynamics, L3Harris, etc.) are often watching. Primes control most large DoW programs of record. They are under pressure to include nontraditional vendors for innovation.

If your tech aligns with a program of record (e.g., F-35, submarine systems, Army network), primes may invite you in as a subcontractor to test how your tech plugs into their architecture. Subcontracting lets you “ride” the prime’s contract vehicle and compliance infrastructure. Your startup role is to supply primes with your niche technology (AI module, sensor, software stack, energy system) that primes integrate into larger systems. This helps your small company avoid the overhead of prime contracting (cyber compliance, supply chain, cleared facility). And it generates early revenue and credibility with DoW customers.

This is often the first path into classified programs (prime holds the clearance, you deliver the tech) and creates teaming relationships that can later scale into standalone contracts.

(Remember, Tribal/ANC Firms can leverage their 8(a) sole-source authority as a subcontractor, or partner on direct awards.)

Scale Into Acquisition

PEOs (Program Executive Offices) can transition prototypes into programs of record. One path would be to work with a Consortia to get an OTA with a PEO with a funded prototype, then have them issue a follow-on production award.

Tribal/ANC Partners can help you win sole-source awards, flow down subcontract work.
Primes can integrate your tech into billion-dollar programs and act as channel partners.
The result is that you establish recurring DoW revenue streams and program adoption.

Security Clearance Phase

When you see a DD Form 254 in a contract, you need to get cleared.
Path A: Get sponsored by DoW or prime for Facility and Personnel Clearances.
Path B: Partner with a prime or Tribal/ANC firm that already has clearances and deliver unclassified modules until you mature.
See the Security Clearance Section further on.

Summary for a Don't Have A Product/Prototype Go-to-Market Strategy
CRADAs, PIAs + Labs = discovery and early validation.
Consortia = prototype contracts (OTAs).
Tribal/ANC firms = shortcut to sole-source awards and classified capability.
Primes = integration into programs of record, credibility, faster access to scale.
PEOs = ultimate customers — they control the real money.

Direct-to-Operator / Direct-to-Field - Go to Market Strategy

A very different DoW go-to-market path is a Direct-to-Operator / Direct-to-Field Unit strategy. Unlike using PIAs, SBIRs, and consortia, your company is working directly with warfighters and/or field commands - often outside normal acquisition channels (or in advance of them). This is a more typical path for a company that has a working product or prototype and/or one that is venture funded and wants to become a next generation Prime.

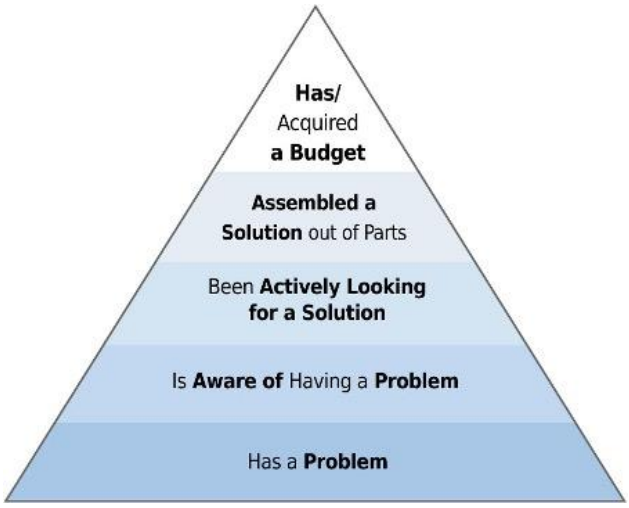
This process is the "lean startup" approach inside DoW - iterate with real users, then scale with institutional buyers.

Palantir pioneered this strategy in Iraq in 2009. Despite a multi-year development and billions of dollars invested in the acquisition of the Army's DCGS-A (Distributed Common Ground System-Army) for collecting, processing, and disseminating intelligence, surveillance, and reconnaissance (ISR) data from various sensors and sources, DCGS was a complex system of systems that didn't work well. Soldiers on the ground repeatedly requested and used Palantir's software. A Joint Urgent Operational Need Statement (JUONS) was issued for Palantir. (It took another six years of lawsuits but Palantir pioneered the way for startups to work with PEOs and the Department of War.)

Another example is Anduril's early versions of Lattice (autonomous sensing system) and Interceptor drones were dropped into SOCOM and border security units for live field trials. Operators loved it and the DoW started buying small quantities for rapid fielding. Operator advocacy (and intense D.C./Pentagon lobbying) helped Anduril transition into larger contracts with DIU, SOCOM, and PEO Missiles & Space. Anduril skipped traditional SBIRs and went straight to operator demos and urgent needs then scaled.

Shield AI took their quadcopter (Nova) directly to Navy SEAL teams for room-clearing missions. SEAL operators tested it in the field, then pushed up to SOCOM acquisition staff. SOCOM bought units under 10 U.S.C. § 2373 experimental authority. Shield AI is now a unicorn, with programs inside SOCOM, Navy, and Air Force. Shield AI started with small, urgent operator buys, then transitioned to funded programs.

Here's how Direct-to-Operator / Direct-to-Field Unit strategy looks:



Get Out of the Building - Find a "Customer" with a burning and urgent need

All these examples above had warfighters/units who had an *urgent* problem, understood they had a problem, were actively looking for a solution (and in some cases) had or had attempted to piece together their own solution and had or could acquire a budget. Very few of them were looking for a "shiny object" of a specific piece of technology - they were looking for a solution to a problem. You first need to do *Customer Discovery* and deeply understand warfighter/stakeholder problems.

Forward Deploy - developers/founders - Iterate Minimum Viable Products/Solutions

All the examples above had the companies "forward deploy" their developers/founders into the units to work side-by-side with them, deeply understanding warfighter problems and rapidly iterating on Minimum Viable Products/Solutions. Deploying an MVP in exercise/demo can show operational advantage quickly. (Most often the solution that solved their problem looked nothing like they thought on day one.)

Find a "Customer" who can and is willing to pay now

Everyone wants a solution, but your startup is looking for *Customer Validation* - Who has or can find money to pay for your product now. For example, Special Operations Forces (SOCOM, JSOC, Marine Raiders.) They have discretionary budgets and flexible authorities.

Or Cyber Command and/or the Service cyber units. They often run "bring your tool, we'll test it" pilots. Or Operational commands (e.g., CENTCOM, INDOPACOM, EUCOM) with urgent operational needs (UONs).

Or Individual Program Managers in the field. They may have "operations & maintenance" (O&M) money they can use.

They can buy via Government Purchase Card (GPC). Up to $10K (services) / $250K (supplies) can be bought on a credit card. Units use this for quick buys (e.g., drones, sensors, software licenses).

Or they can use OTAs / Rapid Acquisition AuthoritiesUse or CSOs (Commercial Solutions Openings) to push a prototype into a pilot program. SOCOM and certain commands can buy under 10 U.S.C. § 2373

(experimental authority) for rapid prototyping. Or via Urgent Needs Statements (JUONs, UONs, ONSs) Like the Palantir example, combatant commands can declare urgent needs that bypass normal acquisition.

Or they can buy via COTS (Commercial-Off-The-Shelf) Purchases. Field units often test COTS directly, then escalate for larger buys if it works.

Brief the HASC/SASC Staffers

See the section on working with Congress above. Now is the time to take all the operator testimonials and your learnings from the field and brief the house and Senate Armed Services Committee staffers. Show them evidence that the Warfighters have validated operational relevance that your solution works. Simultaneously, if you have built grassroots demand from the field (If Marines, SEALs, or pilots use it successfully), voices from the field can become advocates to their chain of command and to Congress.

This advocacy from the field derisks Congressional plus-ups: HASC/SASC Staff can feel more confident recommending a new program line or pilot funding if there's evidence of direct warfighter use. Even better, they can enable flexible funding lines so operators can procure and experiment (e.g., expanding OTAs, small rapid procurement authorities). They can protect transition dollars: make sure validated prototypes don't die in the "valley of death" and Insert report language / NDAA directives pushing the Services to act on warfighter-validated capabilities.

If operators like it but PEOs are blocking, Congress can demand answers.

Operators, Congress and the PEOs/Program Managers

Use the Intersection of Operators and Congress to Influence the PEOs/Program Managers
This strategy is like business-to-business startups seeding with influencers:
The Warfighters are the "Internal Evangelists/Power Users." They prove your company's tech works in the field, write after-action reports, and become the advocates that acquisition and Congress listen to.
The PEOs/PMs are the "enterprise buyers". They don't usually take risks unless an operator is already pushing.
Congress are the "funders" like a board of directors. They don't use the product, but they authorize and fund it once they hear the pull and understand its value.

Summary: Startup Playbook for Direct-to-Operator

1. Identify Pain Points
    - Operators talk openly at events like SOFIC, AUSA Warrior Corner, or AFWERX challenges.
    - Listen for problems they're trying to solve this year.
2. Engage Through Demonstrations in the field of MVPs
    - Get your tech in their hands quickly (loaner units, demo software, sandbox access).
    - Forward deploy if you can
    - Iterate with the Warfighter
    - SOCOM loves "tech rodeos" and small unit evaluations.
3. Leverage Small Dollars First
    - Start with a pilot purchase ($25K–$250K).
    - Use that to get field feedback and operator endorsement.

4. Turn Operator Pull Into Acquisition Push
    - If operators like it, they pressure their PEOs or program managers to adopt it.
    - You can win when operators love it so much they demand it from leadership and are willing to speak up and advocate for it.
    - This can trigger a Rapid Fielding Initiative, OTA solicitation, or SBIR topic.
5. Leverage into PEO/program demand: Bring validated user stories to program offices + HASC/SASC staff.
6. Secure a budget wedge: Transition from demo to pilot to a program of record.

Advantages of Direct-to-Operator

- Speed: Can get tech into the field in months, not years.
- Feedback: Operators give brutally honest evaluations that help refine your product.
- Demand Signal: Creates “bottom-up pull” — acquisition officials take you more seriously when operators demand your product.

Risks / Challenges

While satisfying bypassing PEOs and traditional processes, Direct-to-Operator/Field Unit strategy are non-scalable revenue. Government Purchase Card or pilot buys won’t sustain a business. Direct -to - Warfighter Go-to-Market is high-impact for validation and advocacy, but it must be paired with a follow-on strategy to pull in PEOs and Congress for budget. Otherwise, you risk becoming just another cool demo at a range.

Getting Ready to Work With the DoW

Register With SAM, Get a CAGE Code, DUNS Number, and Form 2345

If you haven't already, register your company in the System for Award Management (SAM.gov). (The FAR requires all federal government contractors to be registered in SAM.gov.) Once registered your company will get a unique CAGE code used to identify you. You can also use SAM.gov to search for information about federal government contract awards.

Your company likely needs a DD Form 2345, the Military Critical Technical Data Agreement, to access unclassified export-controlled technical data for Department of War programs. This certification is required for U.S. contractors to bid on DoW solicitations, receive proposals, attend technical conferences, or conduct research and development involving such data. To apply, you'll need a Dun and Bradstreet number (DUNS). You'll also have to provide an Employer Identification Number (EIN), business bank account, bank routing number and business address. The DD Form 2345 process is managed by the Joint Certification Program (JCP), at the Defense Logistics Agency (DLA). See here. It can take 4 months to get certified.

Cyber Security and ITAR - International Traffic In Arms Regulations

If you're going to sell to the DoW, compliance with FedRAMP rules (cloud security), CMMC (cybersecurity maturity), and ITAR (export controls) is non-negotiable. Understand these rules and get in compliance as early as possible.

Controlled Unclassified Information (CUI)

CUI information is *unclassified* Department of War information that the department requires safeguarding. Some CUI information can be released to your startup. If you get a CRADA with a DoW lab, work with warfighters in the field, and/or when you start working with PEOs your company will need to have access to this type of information.

To do so your company needs to obtain the appropriate CMMC Level 2 certification. And if you store CUI information in the cloud it has to meet FedRAMP Moderate standards (AWS, Microsoft and Google all offer this).

Security Clearances

Most SBIR/STTR grants, hackathons, and pitch events are usually unclassified and don't require a clearance. Your early defense work will likely just require the DD Form 2345 and CUI certification. But at some point you may hit a wall where the DoW can't share specific project/problem details without the individuals working on that project having a security clearance. (It doesn't necessarily have to be the CEO.) You'll need a clearance if:

- Your contract or solicitation specifies classified info access (Secret, Top Secret, SCI, SAP, etc.)
- You need access to classified facilities (SCIFs), data, or test ranges.
- Your product involves sensitive technologies (e.g., cryptography, advanced sensors, cyber.)
- You are part of a Program of Record that operates in classified domains (e.g., undersea warfare, space control, special operations).

If you see a DD Form 254 (Contract Security Classification Specification) requirement as part of your solicitation/contract, that's the DoW telling you a clearance is required. Clearances are only issued when you have a sponsor (a government agency or prime contractor) although there are some shortcuts.

Types of Clearances Relevant to Startups

- Facility Clearance (FCL): For your company as a whole — required if your company will hold classified material.
- Personnel Clearance (PCL): For you and any employees needing access.
- Levels: Confidential, Secret, Top Secret (TS), TS/SCI.

How to Get a Clearance

1. Win or get down-selected for a contract that requires access to classified info.
    a. Some DoW agencies can put you in for a clearance if you have a CRADA with them.
2. The sponsoring agency (or prime) files the paperwork with the Defense Counterintelligence and Security Agency (DCSA).
3. DCSA investigates you: background check, fingerprints, financial/foreign contacts, etc.
4. If approved, you (as an individual) and your company facility (if needed) receive clearances.

Note: Foreign nationals cannot hold U.S. security clearances. A company cannot get a Facility Clearance if it is under Foreign Ownership, Control, or Influence unless it takes special steps. Foreign investment (VC or corporate) triggers a CFIUS review if it involves critical technology, defense, or data. It can kill DoW contracts. Make sure you ask often and early about Foreign Nationals and Foreign investors.

Security Clearance Advice for Startups

- Getting clearances are *slow* (6–18 months) and the higher clearances take more time. The earlier you can get a DoW/prime to sponsor you, the better. (Or a DoW agency or group that can use a CRADA to get you one.)
- Use primes or Tribal/ANC as partners: Sometimes a contractor already has the clearance and can "wrap" your technology inside their classified work until you get your own.
- As soon as you see a DD254 in a solicitation, check if you'll need to get sponsored and who can do so.

Read the DoW Budget and 2025 Reconciliation Bill

If you're a startup, scaleup or venture investor, while it's helpful to know what Program Executive Offices exist and who staffs them, it's even better to know where the money is, what it's being spent on, and whether the budget is increasing, decreasing, or remaining the same. In addition, it's important to think through a "go-to-market" strategy of who else you can call on to get early orders and credibility. This will differ depending on the stage of your company. (This section suggests two sample Go-To-Market strategies.)

To get a sense of what specific programs the DoW is spending money on, start by looking through the DoW Comptroller/CFO budget web page. There you can get an overview of the entire defense budget here. Then search for those programs in this Directory. You can get an idea whether that program has $Billions, or $Millions.

Get acquainted with the USA Spending Website. You can search by service, prime awards, subcontract awards, etc. For example, if you're looking at an Army Program, Appendix C lists every 2024 contractor

to the Army and the program they're associated with. This allows you to understand the incumbents and/or identify potential partners.

Next, take a look at the budget documents released by the DoW Comptroller – particularly the P-1 (Procurement) and R-1 (R&D) budget documents. The Army, Navy and Air Force each have their own detailed budget breakouts. Also look at the SOCOM acquisition budget. This year Congress added an additional $156billion in Defense Funding in the 2025 Reconciliation Bill. Read it here.

Combining the budget document and the Reconciliation Bill with this PEO directory helps you narrow down which of the 70 Program Executive Offices and 500+ program managers to call on.

With some practice you can translate the topline, account, or Program Element (PE) Line changes into a sales Go-To-Market strategy, or at least a hypothesis of who to call on.

Armed with the program description (it's full of jargon and 9-12 months out of date) and the Excel download here and the RDT&E budget here — you can identify targets for sales calls with DoW where your product has the best chance of fitting in.

The people and organizations in this list change more frequently than the money. Knowing the people is helpful only after you understand their priorities -- and money is the best proxy for that.

Startups Are A Nontraditional Defense Contractor

In many defense websites and blogs, you'll see references to "nontraditional defense contractors." If you're a startup that's you – If you haven't had a contract with the DoW in the past year.

Read Defense Blogs and Attend Defense Trade Shows

Defense is an ecosystem unto itself, with its own culture, language, processes, people networks, etc. If you haven't already, the best way to get a feel of the rhythm of the DoW is to start reading the blogs that cover it. Start making a list of the reporters/bloggers who cover your area. If you have something of interest, reach out to them. Start following Program Offices on LinkedIn and other social media.
See Appendix E for a list.

Next, attend AI summits, and industry days, the relevant defense tradeshows to immerse yourself and meet the people you'll be selling to. Engage with panelists and learn what commands/labs/PEOs. Use this directory to find program managers, requirement officers, or Fleet experimentation leads and ask questions. See Appendix E for a list of blogs and trade shows..

Be Where Your Business Is

If your customer is in D.C. but you're headquartered elsewhere the odds are you'll hire a business development person in Washington and most of your executive staff will fly in for meetings, stay in a hotel for a few days and go home. Now imagine you're competing with a company that lives in that city. Their CEO can have coffee at the drop of a hat with an influencer or decision maker in the DoW or Congress.

If your defense customers are concentrated in a city or region, for the first year, the CEO/Co-founder (whoever can make product and priority decisions) needs to be where your potential customers are. Get

an apartment in D.C. or Austin, or San Diego - wherever your early customers are - and stay for extended periods. A business development hire is not a replacement for the founder deeply involved in understanding and selling to the DoW.

An extension of this philosophy is to forward deploy to where the warfighters are. As early as possible find ways to embed with the labs/warfighters/operators to collaboratively work on problems and build solutions.

White House Office of Management and Budget (OMB)

Russell Vought - Director of OMB
Dan Bishop - Deputy Director of OMB
Daniel Kowalski - Executive Associate Director
Amaryllis Fox Kennedy - Associate Director for Intelligence and International Affairs
Mark Paoletta - General Counsel
Stephen Billy - Senior Advisor
Dr. Kevin Rhodes - Senior Advisor

E-Government and Information Office (OFCIO)

Gregory Barbaccia - Federal Chief Information Officer
Jonathan Finch - Digital Experience Director
Cassie Winters - Policy Analyst
Mary Keller - Policy Analyst at Office of the Federal CIO

General Services Administration (GSA)

Michael Rigas Acting Administrator
Stephen Ehikian - Deputy Administrator
Saul Japson - Acting Chief of Staff
Ryan Leppert - White House Liaison
Josh Gruenbaum - Commissioner, Federal Acquisition Service
Andrew Heller - Acting Commissioner, Public Buildings Service
Zach Whitman - Chief Data Officer/Chief AI Officer

Office of Acquisition Policy
Ms. Kasey Diaz - Acting Director

Federal Acquisition Service
Josh Gruenbaum -Commissioner, Federal Acquisition Service

Federal Risk and Authorization Management Program (FedRAMP)
GSA security assessment and authorization for cloud service offerings
Pete Waterman - Director
John Hamilton - Program Management Office (PMO)

Resource Management Offices (RMOs)

These offices are budget-focused, responsible for crafting the President's budget proposal and overseeing federal agency program implementation across thematic clusters. Each RMO is typically overseen by a Program Associate Director (PAD)—a politically appointed position that does not require Senate confirmation

Defense

Thomas Williams - Associate Director for Defense
Jerry (Henry) Hendrix - Deputy to the Associate Director Defense
Jamie Price - Acting Chief, Defense Investments Branch

Treasury, Housing, Commerce

Mark Calabria - Associate Director for Treasury, Housing, Commerce

Homeland Security

Brian J. Cavanaugh - Associate Director for Homeland Security

Economic Policy and Made in America Office
Michael Stumo - Associate Director for Economic Policy and Made in America Office
Joanna (Miller) Wischer - Deputy Director of Made in America
Education, Income Maintenance, and Labor
Anne DeCesaro - Associate Director for Education, Income Maintenance, and Labor
Health
Don Dempsey - Associate Director for Health
Natural Resources, Energy, Science, and Water
Stuart Levenbach - Associate Director for Natural Resources, Energy, Science, and Water
Justice and Transportation
Katharine Sullivan - Associate Director for Justice and Transportation

Statutory Offices

The Office of Performance and Personnel Management (OPPM)
Eric Ueland - Deputy Director for Management and Chief Performance Officer
Flavio Menascé - Senior Performance Manager at the Office of Management & Budget (OMB)
Stephanie O'Neill - Performance Manager at the Office of Management & Budget (OMB)
The Office of Information and Regulatory Affairs (OIRA)
Jeffrey Clark - Administrator, Office of Information and Regulatory Affairs (OIRA)
Karin Orvis - Chief of Statistical and Science Policy Information and Regulatory Affairs (OIRA)
Jasmeet Seehra -Deputy Branch Chief & Senior Policy Analyst
Office of Federal Financial Management (OFFM).
Courtney Brodbeck - Director of Human Resource and Office of Budget and Financial Management
The Office of Federal Procurement Policy (OFPP)
Mathew C. Blum - Acting Administrator, Office of Federal Procurement Policy OMB
Matthew Dickinson - Advisor to the Office of Federal Procurement Policy
The Office of the Intellectual Property Enforcement Coordinator (IPEC)
The Office of Economic Policy (EP)
The Legislative Reference Division
David del Cuadro-Zimmerman - Senior Legislative Analyst, Office of Management and Budget
Zachary Huebschman - Foreign Affairs Legislative Analyst at the Office of Management and Budget
OMB's Office of Legislative Affairs
Jeff Freeland - Deputy Asst to The President / Deputy Director of the Office of Legislative Affairs (House)
Pace McMullan- Deputy Asst to The President/Deputy Director of the Office of Legislative Affairs (Senate)
Heather Pajak - Senior Policy Analyst at Office of Management and Budget
Carolyn Gibson - Policy Analyst at Office of Management and Budget
Kristen Wilson - Strategic acquisition, data management lead
Diana Epstein - Evidence Team at Office of Management and Budget
Eddie Garcia - Team Lead, Office of Management and Budget
Elizabeth McKay - Senior Program Examiner Office of Management and Budget
Chris McNeal - Program Examiner at the Office of Management and Budget
Erin Alejandre - Program Examiner at Office of Management and Budget
Rachel M. Diedrick - Program Examiner at Office of Management and Budget
Josh Solomon - Program Examiner at the Office of Management and Budget
Jinha Yoon - Program Examiner at the Office of Management and Budget

Federal Acquisition Regulation (FAR)

The Federal Acquisition Regulation (FAR) is the single Government-wide procurement regulation. The FAR is prepared, issued, and maintained, and the Federal Acquisition Regulations System (FAR System).

Federal Acquisition Regulatory Council

The FAR Council membership consists of the Administrator for Federal Procurement Policy, the Administrator of General Services, the Secretary of War, and the Administrator of National Aeronautics and Space. The FAR Council meets to discuss complex and controversial acquisition issues and to resolve any disagreements between FAR members on implementation of FAR changes.

Mathew C. Blum - Acting Administrator, Office of Federal Procurement Policy OMB
John M. Tenaglia - Principal Director, Defense Pricing and Contracting Office of the Secretary of War
Jeffrey A. Koses - Senior Procurement Executive, General Services Administration
Marvin L. Horne - Acting Senior Procurement Executive, Deputy Chief Acquisition Officer, NASA

FAR Part Deviation Guidance

Practitioner Album: FAR Part 8 - Required Sources of Supplies and Services

Practitioner Album: FAR Part 12 - Acquisition of Commercial Products and Services

Introduced simplified acquisition procedures up to $7.5 million for commercial items, a substantial increase from the previous $250,000 threshold.

FAR Regulations
FAR Acquisition Regulations by Agency/Department
FAR Overhaul
White House Acquisition Memoranda

DFARS - Documents

Buying Thresholds and Certain Contracting Thresholds in 2025 have changed for the better:

- Micro-Purchases - FAR 2.101: Increased from $10k to $15k.
- Simplified Acquisitions - FAR 2.101: Increased from $250k to $350k.
- Commercial Products and Services Ceiling - FAR 13.500(a): Increased from $7.5m to $9m.
- Requirement Contracts – FAR 16.503: Increased from $100m to $150m.
- IDIQs – FAR 16.504: Increased from $100m to $150m.
- Prime Contractor Subcontracting Plan - FAR 19.702: Increased from $750k to $900k.
- (Associated) Construction Threshold: Increased from $1.5m to $2m.

Certified Cost and Pricing Data Thresholds (FAR 15.403—4)

- Pre-July 1, 2018, Awards: Increased from $750k to $950k.
- July 1, 2018, and Later Awards: Increased from $2m to $2.5m.

Competition and Justification Thresholds

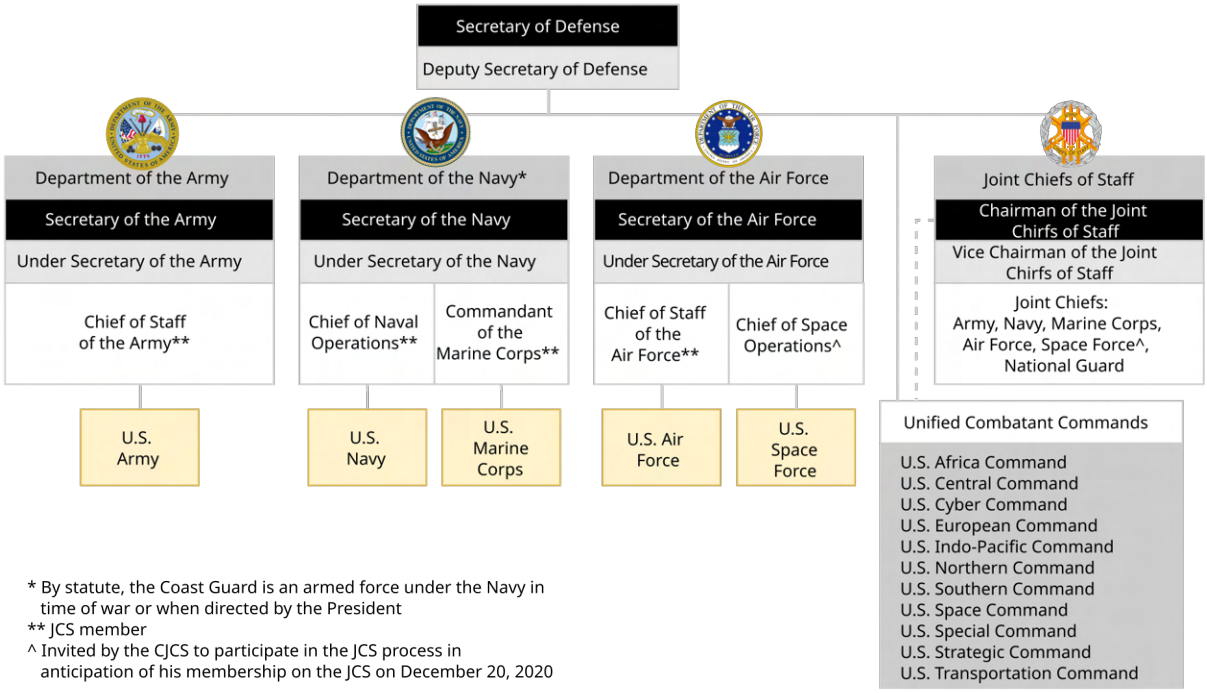
- Justification and Approval – FAR 6.304
- Paragraphs (a)(1) (a)(2) - Other than full and open competition: Increased from $700k to $900k.
- Paragraphs (a)(2) - (a)(4): Increased $15m figure to $20m; and increased $70m figure to $90m.
- DoD Increased from $100m to $150m.

8(a) Sole-Source Award - FAR 6.204(b): Increased from $25m to $30m.

Office of the Secretary of War (OSD)

HON Pete Hegseth -*Secretary of War*
HON Steve Feinberg - Deputy Secretary of War
James Mazol - (nominated) deputy assistant secretary of the Department of War
James "Jim" Caggy - (nominated) assistant secretary of the Department of War
LTG Christopher C. LaNeve - Senior Military Assistant to the Secretary of War

The Office is responsible for developing policy, planning, managing resources and evaluating programs.. OSD includes the offices of top civilian defense decision-makers for weapons acquisition, research, intelligence, personnel, and fiscal policy



Direct Reporting Programs

Three of the DoW's most expensive new acquisition programs; the Navy's Columbia SSBN, the Air Force Sentinel ICBM replacement, and the new Golden Dome missile defense system, now report directly to Steve Feinberg, Deputy Secretary of War. This means that the PEO offices for Navy's Columbia and the Air Force Sentinel will move as direct reports to the Deputy Secretary by the end of 2025.

In addition, Joint Interagency Task Force 401, abbreviated JIATF 401, reports to the DepSec. The task force was created to rapidly field and procure counter–small unmanned aerial systems (C-sUAS) capabilities across the Department of War. The task force replaces the Joint Counter-small Unmanned Aircraft Systems Office (JCO), consolidating authorities, funding, and RDT&E efforts under one streamlined entity. The JIATF 401 director can approve up to **$50 million per counter-drone initiative.**

PEO Golden Dome

GEN Michael A. Guetlein - Director Golden Dome- Direct Reporting Program manager (DRPM)
BG Shariful M. Khan - director of staff Golden Dome

While not yet officially a PEO office, it will likely become one.

Likely participants in Golden Dome
Stan Shafira - Chief Architect, MDA
Col Bryan McClain - PEO Space Combat Power, Space Systems Command
Col Guy Yelverton - PEO Missiles & Space / DASM, Army
Rear Admiral Douglas Williams - Director for Test Targets, MDA
Walt Chai - Program Exec for Advanced Capability Office, MDA
Ginny Perkins - Chief Engineer, MDA
Tracy Tynan - Director of Acquisition Sustainment / International Engagement + FMS, MDA
LTC John Diaz - Golden Dome project manager logistics MDA

Special Access Programs Central Office SAPCO

Maj. Gen. David W. Abba -Director of Special Programs/Dir DoW Special Access Program Central Office

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J-8 Directors Across U.S. Combatant Commands

J-8 directors (Force Structure, Resources & Assessment) across the Combatant Commands. Linking J-8 Requirements, Gaps, and Tracked Technologies to specific PEOs to call out during advocacy would help everyone in and out of the DoW.

	Joint Staff J8	MG Steven Whitney
SOUTHCOM	Resources & Analysis (J-8)	Adam Winkleman
NORTHCOM	Requirements, Analysis & Resources (J-8)	Deborah J. Kelley (SES)
EUCOM	Requirements & Resource Integration (J-8)	Sally Pfenning (SES)
CENTCOM	Resources / Capability Integration (J-8)	VADM Sara Joyner
INDOPACOM	Requirements & Resources (J-8)	Robert (Bob) A. Stephenson
AFRICOM	Resources & Assessments (J-8)	Paul Landauer
SOCOM	Force Structure, Requirements, Resources & Strategic Assessments (J-8)	MG Benjamin R. Maitre (USAF)
STRATCOM	Capability & Resource Integration (J-8)	Robert J. Taylor (SES)
CYBERCOM	Capability & Resource Integration (J-8)	Kenneth J. Burgess
SPACECOM	Capability & Resource Integration (J-8)	Thomas A. Lockhart, Jr. (Director), Richard 'Dick' Palmer (Deputy)
TRANSCOM	Program Analysis & Financial Management i	James McGinley

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DoW Chief Information Officer (CIO)

Ms. Katherine Arrington SES - DoW Chief Information Officer (PTDO DoW CIO)
Ms. Leslie Beavers SES - Principal Deputy CIO
Bradley Ferdinand - Deputy Director Resources program and budget

Deputy CIO for Command, Control, & Communications (DCIO C3)

Kevin Mulvihill - Deputy CIO (DCIO) Command, Control, & Communications (C3)
Anthony Smith - Principal Director (PD DCIO) for Command, Control, & Communications (C3).

Deputy CIO for Cybersecurity (DCIO CS)

Mr. David McKeown - Deputy CIO (DCIO) for Cybersecurity (CS) and the Chief Information Security Officer (CISO)

Mr. Gurpreet Bhatia - Principal Director (PD DCIO) for Cybersecurity (CS) and the Deputy Chief Information Security Officer (CISO)

Deputy CIO for Information Enterprise (DCIO IE)

Mr. William Dunlap - Deputy CIO (DCIO) for the Information Enterprise (IE)
Mr. Carl Porter is the Principal Director (PD DCIO) for the Information Enterprise (IE).

Deputy CIO for Resources & Analysis (DCIO R&A)

Ms. Christine Condon - Deputy CIO (DCIO) for Resources & Analysis (RA)
Mr. Mark Gorak- Principal Director (PD DCIO) for Resources & Analysis (RA)

The Pentagon is considering the creation of two new "czar" roles to take over major defense acquisition portfolios from the Navy and Air Force, in a move that would have them report directly to Deputy Secretary of War Steve Feinberg.

Office of the Under Secretary of War for Acquisition and Sustainment (OUSD(A&S))

Michael Duffey- Under Secretary of War for Acquisition & Sustainment
Brent G. Ingraham- Deputy Under Secretary of War for Acquisition & Sustainment

OUSD(A&S) Assistant Secretary of War for Acquisition ASD(A)

James A. Ruocco SES - Principal Deputy Asst Sec Def for Acquisition (PDASD(A))
John M. Tenaglia - Acting Principal Deputy Assistant Secretary of War for Acquisition

Platform and Weapon Portfolio Management

Dr. Amy S. Smith-Carroll Deputy Assistant Secretary of War for Platform and Weapon Portfolio Management

Air Platforms and Weapons
Brandon E. Sweat - Director Air Platforms and Weapons
Electronic Warfare
Dr. Jeffrey P. Heyer- Director Electronic Warfare
Surface Warfare
Sunshine Smith-Carroll, PhD - Director Surface Warfare
Cyber Warfare
John Garstka - Director -Cyber Warfare

OUSD(A&S) Strategic, Space, and Intelligence Portfolio Management

David Beckworth -Deputy Asst Sec Def for Strategic, Space, & Intelligence Portfolio Management
Command, Control, Communication, Computers (C4) and Missile Defense
Deven J. Lowman -Acting Director
Nuclear Command and Control and Communications
Dr. Todd Silver - Director
Strategic Deterrence and Capabilities
Ms. Brooke McNally - Director
Space and National Intelligence
Mr. Kevin Peterson - Director

OUSD(A&S) Joint Rapid Acquisition Cell

Maj. Gen. Edward Vaughan - Executive Director OUSD(A&S) Joint Rapid Acquisition Cell
Assists in resolving issues impeding the urgent materiel and logistics requirements that the Combatant Commands certify as operationally critical and the Joint Staff validates as an urgent Warfighter need.
Joint Urgent Operational Need/Joint Emergent Operational Need
The Warfighter Senior Integration Group (Afghanistan, Counter ISIS)
Defense Assisted Acquisition
Legislative Proposals

OUSD(A&S) Defense Pricing, Contracting, and Acquisition Policy

John M. Tenaglia - Principal Director, Defense Pricing, Contracting, and Acquisition Policy
Peter Guinto - Senior Technical Advisor for Contract Pricing, Price, Cost and Finance
Mark E. Krzysko - Deputy Director, Acquisition Policy and Innovation Enterprise Information and Acquisition Innovation Research Center
LTC Shayla CantySmith - Military Assistant
Acquisition Policy and Innovation
Dave Cadman - Director, Acquisition Policy and Innovation
Nickee Abbott- Strategic Advisor
Contracting eBusiness
Carol Brow - Acting Director, Contracting eBusiness
Jay Olsen - Deputy, Contracting eBusiness
Contract Policy
COLl Steven R. Green, Jr. - Acting Director, Contract Policy
COL Steve Green- Chief of Contingency
Defense Acquisition Regulations System
Kimberly Ziegler – Acting Director, Defense Acquisition Regulations System
Dawn Messer – Acting Deputy Director, Defense Acquisition Regulations System
Contract Pricing, Price, Cost and Finance
Leslie Overturf - Acting Director, Price, Cost and Finance
Peter Guinto - Senior Technical Advisor for Contract Pricing, Price, Cost and Finance
Dave Tremper
Defense FAR Supplement (DFARS) and Procedures, Guidance, and Information (PGI)
The DFARS and PGI provide uniform acquisition policies and procedures for the Department of War. An electronic version of the official DFARS is available at www.ecfr.gov, under Title 48, Chapter 2.

OUSD(A&S) Acquisition Integration And Interoperability (Ai2)

Dave Tremper - Executive Director

1. Institutionalizing lessons learned from the Competitive Advantage Pathfinders (CAP) that reduce time to delivery by identifying and breaking down barriers impeding capability fielding
2. Integrated Acquisition Portfolio Reviews (IAPR) look at joint acquisition challenges through operational mission to synchronize warfighting concepts, requirements, and program execution
3. Align Service-specific system acquisition programs, prototypes, and S&T projects for joint capabilities

OUSD(A&S) Defense Contract Management Agency (DCMA)

Sonya I. Ebright - *Director, Defense Contract Management Agency*

Dr. Cherry Wilcoxon - Acting Deputy Director, Defense Contract Management Agency
Ryan Kidd - Chief of Staff Defense Contract Management Agency
DCMA administers the contracts awarded by the military. DCMA works directly with customers and industry/contractors to assure quality products and services are delivered within cost and on schedule

OUSD(A&S) Defense Acquisition University (DAU)

Bilyana Anderson - President, Defense Acquisition University
Mr. Frank Kelly - Vice President Defense Acquisition University
Angela Carsten - Chief of Staff Defense Acquisition University
College of Contract Management (CCM)
Michel Jimerson - Dean of the CCM
Defense Systems Management College
Greg Prothero - Leads the Requirements Center

Rapid Integrated Scalable Enterprise (RISE)

OUSD (A&S) Assistant Secretary of War for Energy, Installations, and Environment (ASD(EI&E))

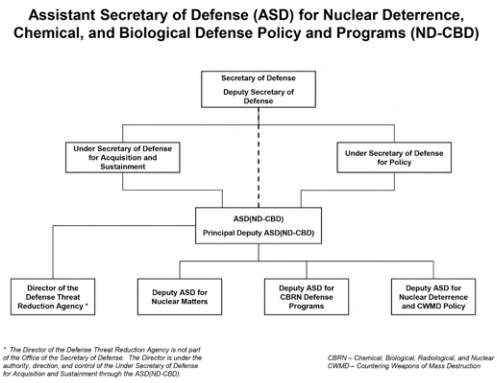
HON Dale R. Marks - Asst Sec War for Energy, Installations, and Environment
Robert (Bob) Thompson - Principal Deputy Asst Sec Wae for Energy, Installations, and Environment
Energy Resilience & Optimization
Rebecca Isacowitz - Deputy Asst Sec Def for Energy Resilience & Optimization
Jaime Melton Anderson- chief of staff operational-innovation (OE-I)
Infrastructure Modernization & Resilience
Mark Sinder - Deputy Asst Sec Def for Infrastructure Modernization & Resilience
Add: John Lazar - operational energy integration lead

OUSD (A&S) Asst Sec Def for Nuclear Deterrence, Chemical, and Biological Defense Policy and Programs (ND-CBD)

Mr. Drew Walter - Asst Sec Def (ND-CBD)
Dr. Robert Soofer Acting Principal Deputy (ND-CBD)
Patrick Endress - Senior advisor strategy and intelligence office
Ms. Casey Deering - Acting Asst Sec Def for Nuclear Matters(NM))
Ian Watson- Deputy Asst Sec Def for CBRN Defense (DASD(CBRND))

Defense Threat Reduction Agency (DTRA)

MG Lyle K. Drew - Acting Director, Defense Threat Reduction Agency (DTRA)
Ms. Cassie Simmons-Brown - Deputy Asst Sec Def for Threat Reduction and Arms Control



OUSD(A&S) Assistant Secretary of War for Sustainment ASD(S)

Leigh E. Method - Acting Asst Sec Defense for Sustainment
Leigh E. Method - Principal Deputy Assistant Sec Defense for Sustainment

Logistics
BG Stephanie Q. Howard - Deputy Asst Sec Def Logistics, Executive Director, Operational Contract Support

Material Readiness
Mr. Patrick Kelleher - Deputy Asst Sec Def Material Readiness

Product Support
Ms Lisa Smith - Assistant Secretary of War for Product Support

Defense Logistics Agency (DLA)
LTG Mark Simerly - Director Defense Logistics Agency
Mr. Brad Bunn - Vice Director DLA
Ms. Kayrn Runstrom - Chief of Staff

Defense Logistics Agency Distribution
BG Kevin L. Cotman - Commander, Defense Logistics Agency Distribution

DLA Acquisition J7
Mr. Matthew R. Beebe - Director DLA Acquisition, J7
Mr. George Atwood - Deputy Director, DLA Energy

DLA CENTCOM & SOCOM
COL Edward R. Runyan - Commander, DLA CENTCOM & SOCOM
Ms. Janice Rice - Deputy Commander, DLA CENTCOM & SOCOM

DLA Indo-Pacific
CPT Patrick Brown - Commander, DLA Indo-Pacific
Mr. Bruce Blank - Deputy Commander DLA Indo-Pacific Pearl Harbor, Hawaii
COL Dennis K. Williams - Military Deputy Commander DLA Indo-Pacific

DLA Europe and Africa
COL Tracy Yates - Commander, DLA Europe & Africa
Mr. Christopher T. Davis - Deputy Commander, DLA Europe & Africa

DLA Energy Business Process Support Directorate
Dave Friedler - director, Energy Business Process Support Directorate
Toka Trau-Massey - Supervisory Business Process Analyst

Defense Microelectronics Activity
Dr. Nicolas Martin - Director of the Defense Microelectronics Activity
Adrienne E. Strickland - Deputy Director of the Defense Microelectronics Activity (DMEA)

Operations
Mr. Brian Copes - Deputy Asst Sec Def

OUSW(A&S) Assistant Secretary of War for Industrial Base Policy
Dr. Vic S. Ramdass - Acting Assistant Secretary of War for Industrial Base Policy

Small Business Programs (OSBP)
RISE and APEX Accelerators
Kasey Diaz - Acting Director, Office of Small Business Programs
Khalil Mack - Deputy Director OSBP and Director APEX Accelerators
Ms. Reem Kodsi - Associate Director for Industry & Engagement
Mr. Anup Rao - Chief of Staff
Dr. Jacqueline Charles - Associate Director of Policy, Subcontracting, and Workforce Development

Global Investments and Economic Security (GIES)
Nicoletta Giordani - Principal Director, Global Investments and Economic Security
Thomas Argall- Deputy Director, Global Investments
Industrial Base Resilience (IBR)
Jeffrey Frankston (Acting) - Deputy Assistant Secretary of War for Industrial Base Resilience (IBR)
Manufacturing Capability Expansion & Investment Prioritization (MCEIP)
William "Greg" Davis - Acting Director | Manufacturing Capability Expansion &Investment Prioritization
Vy Nguyen -Acting Director | Policy, Analysis & Transition (PA&T)
International and Industry Engagement (I2E)
RDML Eric H. Ver Hage - Acting Deputy Asst Sec Def for International and Industry Engagement
RDML Eric H. Ver Hage - Military Deputy | International and Industry Engagement
Matthew Howard - Acting Director | International Cooperation (IC)
Josh Pavluk - Director | Industry Engagement (IE)

Office of the Under Secretary of War for Research and Engineering (OUSD(R&E))

Emil Michael - Under Secretary of War for Research and Engineering and DoW CTO
Joseph P. Morici - Deputy Under Secretary of War (R&E)

OSW (R&E) Chief Digital and Artificial Intelligence Office (CDAO)

CDAO is responsible for accelerating DoW adoption of data, analytics, and artificial intelligence (AI) from the boardroom to the battlefield. (CDAO is a fusion of the Joint Artificial Intelligence Center (JAIC), Defense Digital Service (DDS), Office of the Chief Data Officer, and the Advana and Maven programs)
Dr. Douglas (Doug) Matty - Chief Digital and Artificial Intelligence Officer
Mr. Wade Yamada - Acting Principal Deputy Chief Digital and Artificial Intelligence Officer
Jonathan Elliott - Acting Director, AI Rapid Capabilities Cell
Danny Holtzman - Exec Director and Acting Deputy Chief Digital and AI Officer for Acquisition and Assurance
Lindsey Sheppard - Director, Advanced Command and Control Accelerator
Kaleb Redden - Deputy Chief Digital and Artificial Intelligence Officer for Policy
Andrew Mapes - Chief of Staff
Dr. Julie Cruz - Director, Non-Materiel Requirements

Tradewinds - CDAO Acquisition Ecosystem

OSW (R&E) Science and Technology Office

Michel Holthe, SES - Asst Sec Defense for Science and Technology (ASD(S&T))
Alexander Lovett - Deputy assistant secretary of defense for prototyping and experimentation
OSW (R&E) Science and Technology Futures
Mr. Jeffrey D. Singleton - Deputy Assistant Secretary of War for Science and Technology Futures
Ms. Tracy Frost - Director, Technology Innovation for the Industrial Base
Dr. Tom Rondeau - Principal Director for FutureG (future generation Wireless)
Jon Burke - director quantum science
Kyle Bunch - deputy director quantum science

OSW (R&E) Science & Technology Foundations
Dr. Jagadeesh Pamulapati - Deputy Asst Sec Def for Science and Technology (S&T) Foundations
Vacant - Director, Basic Research Office
Vacant - Director, Defense Research Enterprise
DoW SBIR/STTR Program Office
Regina Sims - Director Defense SBIR/STTR Program Office
Mr. Tylar Temple - Deputy Director, Defense SBIR/STTR Program
John McCanney -Director, OSD Transitions SBIR/STTR Technology Program (OTST)
OSW (R&E) Science and Technology (S&T) Program Protection (S&T PP)
Dr. Robert E. Irie - Deputy Asst Sec of Def for Science and Technology (S&T) Program Protection (S&T PP)
Vacant - Director System Security (SysSec)
Vacant - Maintaining Technology Advantage (MTA) Directorate
OSW (R&E) Defense Technical Information Center (DTIC)
Ms. Yvette R. Jacks - Acting DTIC Administrator

OSW (R&E) Critical Technologies ASD (CT)

Mike Dodd - (nominated) Assistant Secretary of War for Critical Technologies
Dr. Peter Highnam- Principal Deputy Assistant Secretary of War for Critical Technologies (ASD(CT)
Ms. Melinda K. Reed- Deputy Assistant Secretary of War for Enabling Technology
Ryan McGuire -deputy director for strategic intelligence, military assistant
Microelectronics
Vacant - Principal Director Microelectronics
Dr. Robert Manz - Principal Director Energy Resilience
Dr. James Weber - Principal Director Hypersonics
Dr. Kate Sixt - Principal Director Biotechnology
Bryan Dorland - Principal director for Space Technology
Dr. Forrest Shull- Principal Director for Advanced Computing and Software
Meggan Schoenberg - Principal Director for Integrated Network System of Systems (INSS)

OSW (R&E) Mission Capabilities ASD(MC)

James Caggy - Assistant secretary of defense for mission capabilities.
Elmer L. Roman - Deputy Asst Secretary of War (DASD) for Mission Integration
Marcia Holmes - Principal Deputy
Deliver Joint Warfighting Concepts (JWCs) to Prototype Capabilities. Transition the Valley of Death
Dr. Forrest Shull- Principal Director for Advanced Computing and Software
OSW (R&E) Multi-Domain Joint Operations (MDJO)
OSW (R&E) Mission Engineering (ME)
OSW (R&E) Prototypes and Experiments (PE)
Mr. Alex Lovett - Deputy Assistant Secretary of War for Prototyping and Experimentation
COL Gerry Tighe - Oversight Executive for Emerging Capability & Prototyping programs
J.Clay McGuyer - Strategic Initiatives lead/R&E liaison for DOD wide rapid capability development
An (Mike) Tran - director prototypes and experiments
Willie McCallister - director of experiments
Foreign Comparative Technologies
COL Jefferey Naff - Director, Foreign Technology Testing
International collaboration and experimentation

Mark Morgan - Director, international collaboration and experimentation
Bob Robinson - Director Operations
Maritime Domain Portfolio
Daniel (djc) Cabel - Manager, Maritime Domain Portfolio

OSW (R&E) Speciality Engineering

Chris DeLuca -Director of Specialty Engineering, Mission Capabilities

OSW (R&E) Systems Engineering and Architecture

Mr. Thomas Simms - Principal Deputy Executive Director for Systems Engineering and Architecture
OSW (R&E) Specialty Engineering
Chris DeLuca - DIrector Specialty Engineering

Accelerate the Procurement and Fielding of Innovative Technologies (APFIT)

Funding amounts of $10M-$50M are awarded to projects with small business or non-traditional performers to accelerate initial production and reduce the overall procurement timeline.

OSW (R&E) Developmental Test, Evaluation & Assessment (DTE&A)

Kristen Alexander - Director of Assessments DTE&A

OSW (R&E) Test Resource Management Center

George Rumford - Director of the Department of the Test Resource Management Center (TRMC)

OSW (R&E) Manufacturing Technology Program (MSTP)

Keith DeVries -Director OSW Manufacturing Technology Program
Dr. Timothy L. White - Director of the Army Manufacturing Technology(ManTech) Program in the Office of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology
Mr. Neil Graf - Program Officer in the Office of NavalResearch's (ONR) Manufacturing Technology (ManTech) program, oversees the Composites Manufacturing Technology Center (CMTC)
Dr. Charles Ormsby - Chief, Manufacturing and Industrial Technologies Division, Materials and Manufacturing Directorate Air Force Research Laboratory
David Koch - Director, Defense Logistics Agency (DLA) Research & Development (R&D) Enterprise Service Activity (J68) Information Operations /Defense Logistics Agency's Logistics Research and Development program

Manufacturing Education and Workforce Development (M-EWD) Program P-351

Manufacturing Science & Technology Program (P-680)

Mr. Justin McRoberts - Program Manager – Manufacturing Science and Technology Program (MSTP)

DoD Manufacturing Innovation Institutes (P-350)

Steve Recchia, Program Manager for the DoD Manufacturing Innovation Institutes

OSW (R&E) DARPA

Stephen Winchell - Director, Defense Advanced Research Projects Agency
Rob McHenry - Deputy Director, Defense Advanced Research Projects Agency

DARPA Small Business Office

Jennifer Thabet - Director DARPA Small Business Office
Susan Nichols - Program Director DARPA SBIR and STTR Programs DARPA Small Business Office

DARPA Biological Technologies Office

Michael Koeris - Director
Rob Saperstein -Deputy Director
Ryann Glaccum - Asst Director Program Mgmt
Roozbeh Jafari - Program Manager
Jeremy Pamplin - Program Manager
Abhishek Singharoy -Program Manager
Cody Ray Thornton Program Manager
Sushma Savarala -Program Manager
Robert Murray -Program Manager
Jeffrey Zaleski -Program Manager
Pedro Irazoqui -Program Manager
Adam Willis -Program Manager
Mark Salvador -Program Manager
Leonard Tender -Program Manager
Michael Feasel -Program Manager, ABC
(Anesthetics for Battlefield Care)
Tiffany Prest -Program Manager
Christopher Bettinger -Program Manager
Catherine Campbell- Program Manager
Matthew Pava- Program Manager

DARPA Defense Sciences Office

Bartlett Russell - Office Director
Jim Gimlett - Deputy Director
Scott Wenzel - Asst Director Program Mgmt
Thomas Schenkel - Program Manager
Yannis Kevrekidis - Program Manager
Nicholas Chang - Program Manager
Tabitha Dodson -Program Manager
Keith Whitener - Program Manager
Benjamin Grosof -Program Manager
Sunil Bhave - Program Manager
Andrew Detor - Program Manager
Mukund Vengalattore - Program Manager
Greg Witkop - Program Manager

DARPA Information Innovation Office

Kathleen Fisher - Office Director
Matt Turek - Deputy Director
Caleb Royer - Program Manager
Xenofon Koutsoukos - Program Manager
Stephen Kuhn - Program Manager
Byron Cook - Program Manager
Derek Bernsen - Program Manager
Shauna Sweet - Program Manager
David Rushing Dewhurst - Program Manager
Victoria Romero -Program Manager
Patrick Shafto - Program Manager
Nathaniel Bastian - Program Manager
Dan Wallach - Program Manager
Michael Lack - Program Manager
Matthew Marge -Program Manager
Erica Briscoe -Program Manager
Naim Merheb -Program Manager
Alvaro Velasquez -Program Manager
Bernard McShea -Program Manager
Marc Calabrese - Program Manager
Daniel Kerr -Program Manager
Howard Shrobe - Program Manager
Matthew Wilding - Program Manager
Allyson O'Brien - Program Manager
Allison Kline - Program Manager
John-Francis Mergen - Program Manager
Tejas Patel - Program Manager
Andrew Carney - Program Manager

DARPA Microsystems Technology Office

Dr. Whitney Mason - Office Director
Mike Geertsen - Deputy Director
Wendy Smith - Asst Director Program Mgmt
John M. Hoffman - Program Manager
David Meyer - Program Manager
Julian McMorrow - Program Manager
Huanan Zhang - Program Manager
Thomas Schratwieser - Program Manager
Michael Holmes - Program Manager
Justin Cohen - Program Manager

Michael Sangillo - Program Manager
Todd Bauer - Program Manager
Anna Tauke-Pedretti - Program Manager Digital Radio Frequency Battlespace Emulator DRBE
Daniel Ridge - Program Manager
Yogendra Joshi - Program Manager
Jonathan Hoffman - Program Manager
Lok Yan - Program Manager
Joe Altepeter - Program Manager

DARPA Strategic Technology Office

John Paschkewitz - Office Director
Matthew Higgins - Deputy Director
Jessica Marsh - Asst Director Program Mgmt
Iskren Abdomerovic - Program Manager
John Bruzzese - Program Manager
Peter Willett - Program Manager
Tristan Tager - Program Manager
Stefano Galli - Program Manager
Tamer Refaei -Program Manager
Eric Davis -Program Manager
Wade Schwartzkopf - Program Manager
Hunter Martin - Program Manager
Steven Chambers - Program Manager
Jonathan Doyle - Program Manager
Timothy Klausutis - Program Manager
Michael Nayak - Program Manager
Frank Robey - Program Manager
Katherine Woolfe - Program Manager

DARPA Tactical Technology Office

Aaron Lazarus - Office Director
John Main - Deputy Director
Melissa Pfau - Asst Director Program Mgmt
Victor Stichnot - Program Analyst
James Valpiani - Program Manager
Christine Sanders - Program Manager
Michael Mulqueen - Program Manager
Clark McGehee - Program Manager
James Shoemaker - Program Manager
Matthew Sambora - Program Manager
Paul Jaffe - Program Manager, Persistent Optical Wireless Energy Relay (POWER)
Phillip Smith - Program Manager
Ian Higgins - Program Manager
John Casey -Program Manager
Kevin Sloan - Program Manager
Christopher Kent - Program Manager
Salvatore Buccellato -Program Manager
Richard Wlezien - Program Manager
Ray Bemish - Program Manager
Hamish Malin - Program Manager
Stuart Young - Program Manager
Gregory Avicola - Program Manager, APEX (Advanced Propulsor, Experimental):

DARPA Adaptive Capability Office

DARPACommercial Strategy Office

Sha-Chelle (ShaC) Devlin Manning - Chief of Commercial Strategy
Wil Corvey - Senior Advisor
John Spirtos - Senior Commercial Advisor
Dominic Gallello - Senior Commercial Advisor

OSD (R&E) Missile Defense Agency MDA

LTG Heath Collins - Director, Missile Defense Agency
Ms. Laura DeSimone - Executive Director (DX), Missile Defense Agency
Ms. Virginia W. Perkins, SES - Chief Engineer MDA
Stan Shafira - Chief Architect, MDA
RADM Douglas Williams - Director for Test Targets, MDA
Walt Chai - Program Exec for Advanced Capability Office, MDA
Ginny Perkins - Chief Engineer, MDA
Tracy Tynan - Director of Acquisition Sustainment / International Engagement + FMS, MDA

OSD (R&E) MDA Ground-Based Midcourse Defense System
Maj Gen D. Jason Cothern - Program Executive Ground-Based Midcourse Defense System
Ground Systems Development
Next Generation Interceptor
Radars
Fielded Systems Operations and Sustainment

OSD (R&E) MDA Decision Dominance and Command and Control
Command Control Battle Management Communications (C2BMC)
Space Capabilities
Joint Integration Fire Control Capability

OSD (R&E) MDA Aegis-Based Defense
Weapons Systems
Guided Missiles
Aegis Adaptations
Defense of Guam
Glide Phase Interceptor

OSD (R&E) MDA Theater-Based Defense
Terminal High Altitude Area Defense (THAAD)
Theater-Based Sensors
US-Israeli Cooperative Program

OSD (R&E) MDA Advanced Capabilities Office
Kinetics and Hypersonic Defense
Integrated Non-Kinetic and Electronic Warfare
Command and Control Battle Management
OSD (R&E) MDA Directorate for Engineering
OSD (R&E) MDADirectorate for Acquisition and Sustainment
OSD (R&E) MDA Directorate for Tests and Targets
OSD (R&E) MDA Directorate for Strategy, Plans and Resources

OSD (R&E) Office Of Small Business Programs

OSD (R&E) Office of Strategic Capital

Debt, investment and equipment financing from the Department of War
Mr. Patrick Witt - Acting Director Office of Strategic Capital
Vacant - Deputy Director, Operations
Helen Quick - Director of Capital Markets Office of Strategic Capital
Vyshnavi (Vyshi) Suntharalingam - Chief Technology & Engineering Officer // Office of Strategic Capital

OSD (R&E) Defense Innovation Unit (DIU)

Note: This list needs to be updated as the DIU Director resigned 8/22/25 and there have been staff transitions. DIU will move back under OSD(R&E) I've put it here.

Emil Michael - acting director (R&E Director.) Mike Dodd assisting
Mark Burchill - Military Aid to Doug Beck
Alex Campbell - Chief of Staff
Pete Prabhakar - Chief of Staff
WIlliam "Mac" McHenry -Senior Advisor to the Director, Intelligence Community Lead
Maj Gen Steve "Bucky" Butow, USAF - Military Deputy
Bale Dalton - senior embed SOUTHCOM
Glenn McCartan - Senior Embed, US EUCOM
Charles "Newt" McKissick - Senior Embed, US NORTHCOM
Joel VanBrunt - Senior Embed, US TRANSCOM and US STRATCOM
Chris Murphy - Embed, US INDOPACOM
Raj Shah - Director, Joint Reserve Detachment (JRD)
Joel Van Brunt - Joint Force Integration Lead

DIU: Technology Portfolios

James Matsey - Director Product Portfolio
Nicholas Estep - Director Emerging Technologies Portfolio
Trevor Burns - Director Strategy and Portfolio Management
Jason Rhodeman - Lead Data Scientist

Artificial Intelligence and Machine Learning (AI/ML)

Lt COL Thomas Horan - Director Artificial Intelligence and Machine Learning (AI/ML)
Masha Danilova - Deputy Director, Artificial Intelligence and Machine Learning Portfolio
Chris Murphy - AI Technical Director, embedded in INDOPACOM
Mary Kate Bell - AI/ML Commercial Manager
Jaim Coddington - technology project officer AI/ML
Jamie Fitzgibbon - program manager AI/ML
Mary Utermohlen - program manager AI/ML
Neeraj Chandra- program manager AI/ML
Alfred Williams - program manager AI/ML
Eric Dorsey - project manager AI/ML
Nick Ksiazek- project manager AI/ML

Autonomy

David Michelson - Director Autonomy
Katya Volkovska -Deputy Director Autonomy
Travis DeMeester - Blue Manufacturing Project Manager (CTR)
Trent Emeneker - Blue UAS lead (CTR)
Derek McBride - Portfolio Manager
Will Ryan - Portfolio Manager
Kevin O'Brien - Technical Director, Autonomy
Mark Patterson - program manager
Michael (Nordy) Nordhausen - program manager autonomy
John Winn - Early Stage Program Manager, Autonomy
Sean Anderson - project manager Autonomy
John Galeazzi - rapid prototyping autonomy
David Michelson - project manager Autonomy
Joshua Zike - program manager / Coast Guard Liaison Autonomy
Sean Roark - All-Domain Attritable Autonomous System (ADA2) Integration Officer
John Griffin - Government engagement team, Boston Office Lead

Replicator 2

David Payne - program manager DIU Strategic Initiatives

Maritime Portfolio

Newt McKissick - Maritime Portfolio director
Arthur Anderson - program manager Maritime Portfolio
Daniel Redmon - product manager Maritime Portfolio
John Falcone - surface warfare lead Maritime Portfolio

Evan Karlik- project manager for maritime autonomous systems

Emerging Technology

Lt COL Nicholas Estep - Director Emerging Technology
David Smerina - program manager Emerging Technology

Vanessa Margolis - energy portfolio manager
Jack Ryan - Senior Program manager energy
Mike Callahan - Senior Advisor / Geothermal Energy Program Manager
Andrew Mawdsley -Program Manager Energy
Ariel Fanger - Program Manager Energy
Lara Azzam - Program Manager Energy

Cyber and Telecommunications

Lt COL Andrew Hong - Director
Ben Quimby - Deputy Director
Lynne Guey - Strategic Lead (CTR)
Dwayne Florenzie - Senior SME
Luke Travis - Program Manager, Cyber & Telecoms Portfolio
Anita Fita - Program Manager | CISSP
Anthony Bustamante - program manager cyber
Philip Gatbonton - program manager cyber
Johnson Wu - Cyber
Rick Simon - Project manager cyber

Human Systems

Dr. Christian Whitchurch - Dir Human Systems
Nate Higgins - Deputy Director Human Systems
Niels Olson - Chief Medical Officer
Dustin Yee - Program Manager Human Systems
Matt Palumbo - program manager Human Systems

DIU: Commercial Operations

vacant- Deputy Director, Commercial Operations
Jesse Gipe - Director, Early Stage Portfolio
Paul Ford - Venture portfolio manager
Kedar Pavgi - Director, Commercial Strategy and Operations
Sarah Pearson - Director, Commercial Engagement
Eric Alborg - Commercial Engagement Executive
Zach Levy - Commercial Manager Cyber Portfolio

Harry Dhillon - senior program manager investments Emerging Technology & Space

Energy

Dr. Andrew Higier - Director Energy Portfolio
Tabitha (Tardif) Kinchen - Deputy Director of Energy
Charles "Newt" McKissick- Senior Military Advisor
Justin Martin - Program Mgr advanced energy
Doug French - Operational Energy program Mgr
Litlal Mehr - Battery lead
Chris Sprakvka - program manager
Sujata Millick - program manager
Kate Pfeiffer - technical program manager
Leonardo Yuque - program manager
Nate Mocalis - program manager Human Systems
Erryca “Roby” Robicheaux - program manager Human Systems

Space

Maj. Gen. Steve "Bucky" Butow -director Space
Allen Varghese - Deputy Director Space
Ric Mommer - Commercial Engagement Executive (CTR)
Katie Corcoran - Sr Scientist & Program Manager
Rogan Shimmin - Chief Engineer Space
Nate Gapp - Joint program manager, Space Innovations
Cullen Greenfield - program manager Space
Andre Candido - program manager Space
Emmanuel Cao -program manager Space
Robert Perez-Alemany -program manager Space
Brian Calhoun - program manager Space

Jack Sortor - Commercial Engagement
Liz Louis - Commercial Engagement
Orlando Zambrano - Commercial Engagement, Autonomy
John Gill - Autonomy Commercial Manager
Gloria Choo - USINDOPACOM Commercial Lead
Ngoc Lund - Director, Talent Portfolio

Defense Innovation OnRamp Hub

Ms. Cassie Muffley - National Director
Cheryl Ingstad - Deputy Director, Digital Platforms & Developer Ecosystem
Jim Rabuck - Director DoWx (DICE)

Josh Carter - Early Stage Program Manager

DIU: Acquisitions

Cherissa Tamayori - Director of Acquisitions
Philip Lee - Acting Deputy Director
Matthew Cook -Materiel Leader
Matt Way - Acquisition
Justin Wilson - Acquisition branch chief Energy and Cyber

DIU: Policy, Strategy, and National Security Partnerships

Sunmin Kim - Acting Deputy Director for Policy, Strategy, and National Security Partnerships
Katherine Koleski - director of Congressional Affairs
Omar Pimentel - Space Policy and Strategy Lead

Global Partnerships

Bryan Wilson -Director of Global Partnerships / CCMD Engagement Lead
Abigail (Chapman) Desjardins - Deputy Director of Global Partnerships
Scott Sumner - Commercial Engagement Executive, Global Partnerships
Daniel Kliman - Special Initiatives lead, Global Partnerships
Derek Kenmotsu - senior advisor, Global Partnerships

OSD Director, Operational Test & Evaluation (DOT&E)

Mr. Carroll P. (Rick) Quade - Executive Director DOT&E
- Deputy Director, Strategic Initiatives, Policy and Emerging Technologies DOT&E
Gary Bishop, SES - Deputy Director,Land and Expeditionary Warfare DOT&E
Mr. G. Arthur McGettrick, SES- Deputy Director, Air Warfare DOT&E
Mr. Chris Henry, SES - Deputy Director, Naval Warfare DOT&E
Dr. Mitch Crosswait - Deputy Director, Net-Centric, Space, and Missile Defense Systems DOT&E

OSD (P) Under Secretary of War for Policy

HON Elbridge Colby - Under Secretary of War for Policy
Austin Dahmer - Deputy Under Secretary of War for Policy

Alexander Velez-Green Senior Advisor to the Under Secretary of War for Policy
John Kreul - Chief Operating Officer

OSD (P) Cyber Policy

Laurie Buckhout - Assistant Secretary of Defence for Cyber Policy
Brig. Gen. Terrence Adams - Deputy Principal Cyber Advisor (DPCA) to the Secretary of War and Senior Military Advisor for Cyber Policy

OSD (P) Homeland Defense & Hemispheric Affairs

M. Roosevelt Ditlevson -Acting Assistant Secretary of War,Homeland Defense & Hemispheric Affairs
Jonathan (Joe) Owen - Acting DASD Homeland Defense Integration and DSCA

OSD (P) Indo-Pacific Security Affairs

Jedidiah Royal - Acting Assistant Secretary of War for Indo-Pacific Security Affairs
Alvaro Smith - DASD China, Taiwan, and Mongolia
John Noh - DASD East Asia
Andrew Byers - DASD South and Southeast Asia

OSD (P) International Security Affairs

HON Daniel Zimmerman - Assistant Secretary of War for International Security Affairs
Kathleen Heesch-Eccles - Acting DASD Russia, Ukraine and Eurasia
David Baker - DASD Europe and NATO
Michael D. Mino - DASD Middle East
Bryan Ellis - DASD African Affairs

OSD (P) Space Policy

Robert Brose - Assistant Secretary of War for Space Policy
Robert Soofer - DASD Nuclear and CWMD Policy
Robert Brose - Acting DASD Space and Missile Defense
Bella Grabowski - Senior liaison Space policy and Golden Dome

OSD (P) Special Operations and Low Intensity Conflict

Mr. Colby Jenkins - Assistant Secretary of War for Special Operations and Low Intensity Conflict
Michael Buemi - DASD Counternarcotics and Stabilization Policy
Rob Satrom - DASD Irregular Warfare and Counterterrorism
Randall Harvey - DASD Special Operations Policy and Programs
Julia Sokol - Executive Director for the Office of Information Operations Policy

OSD (P) Strategy, Plans, and Capabilities

Rafael F. Leonardo - Assistant Secretary of War for Strategy, Plans, and Capabilities
Jason Hamm - Acting DASD Force Development and Emerging Capabilities
Christopher Mamaux - DASD Global Partnerships
Dorothy Ohl - Performing the Duties of DASD Plans and Posture
Christopher Bassler - Performing the Duties of DASD Strategy

OSD (I&S) Under Secretary of War for Intelligence & Security

Mr. Bradley Hansell - Under Secretary of War for Intelligence & Security
Thomas Y. Headen - Director of Operations

Chief of Staff
Human Capital Management Office
Congressional Activities
Special Access Program Central Office

OSD (I&S) Warfighter Support

ISR Operations
CCMD Intelligence Support
Commonwealth & Partner Engagement
Strategy, Policy & Enterprise Assessment

OSD (I&S) Counterintelligence, Law Enforcement & Security

Michael M. Dulak? - Director
Personnel Vetting
Counterintelligence & Law Enforcement
PhysSec/OPSEC
Critical Technology Protection
Insider Threat

OSD (I&S) Collection & Special Programs

Theresa Whelan - Director
Technical Collection
HUMINT & Sensitive Activities
Special Programs

OSD (I&S) Intelligence & Security Programs & Resources

Battlespace Awareness & Security Programs
ISR Enterprise Capabilities
Military Intelligence Program & Security Resources

OSD (I&S) Defense Information Systems Agency (DISA)

LTG Paul T. Stanton - Director

OSD (I&S) Defense Intelligence Agency (DIA)

MG Constantin Nicolet - Acting Director, Defense Intelligence Agency
Ms. Christine Bordine - Deputy Director, Defense Intelligence Agency
Dr. Alan MacDougall - Chief of Staff for the Defense Intelligence Agency (DIA)
Directorate for Analysis
Directorate for Operations
Directorate for Science & Technology
Directorate for Mission Services

OSD (I&S): PEO Defense Counterintelligence and Security Agency (DCSA)

David M. Cattler - Director (retiring Sept 2025)
Daniel J. Lecce - Deputy Director
Ellen M. Ardrey - Chief of Staff
Ryan Christianson - Business Transformation advisor
Personnel Vetting
Mark Sherwin -Assistant Director
Laura Eury - Deputy Assistant Director of Data Collection and Analytics
Marianna Martineau - Deputy Assistant Director of Operations Management and Control

Chakeia Ragin - acting Deputy Assistant Director for Trust Decision
James Cratty - acting Deputy Assistant Director for Risk Analysis and Information Development

Industrial Security

Matthew D. Redding - Assistant Director
NISP Mission Performance Division
Matthew Roche - Division Chief

Counterintelligence and Insider Threat

Andrew J. Lochli - Assistant Director
DoW Insider Threat Management and Analysis Center (DITMAC)
Henry Nelson - Deputy director

Security Training

Kevin J. Jones - Assistant Director

Field Operations

Larry S. Vincent - Assistant Director

Small Business Programs and Industry Engagements

Dr. Ruby Crenshaw-Lawrence - chief

Director of Administration and Management (DA&M)

Mr. Robert G. Salesses - Director of Administration and Management (DA&M)
Mr. Charles Osborn - Acting Director, Information Management and Technology (IM&T) and Deputy Chief Information Officer (CIO) within the Office of the Secretary of War
Mr. Jeff Eanes - Director for Organizational and Management Policy

Washington Headquarters Services

Regina F. Meiners - Director, Washington Headquarters Services
Jae W. Lee - Acting Deputy Director, Washington Headquarters Services
David D. Sanders - Director, Acquisition Directorate

Army

[Army: Organizational Structure]
[Army: Organizational Language]
[Army: List of General Officers]
[Army: Budget Materials]

Army Headquarters

Army Headquarters is the corporate office of the Army which exercises directive and supervisory functions. It has *two separate* staffs:

- the Office of the Secretary of the Army, with mainly civilian staff;
- the Army Staff, with mainly military staff.

Each of these staffs are organized along similar lines, with civilians and military officers both overseeing similar program areas.

The Office of the Secretary of The Army (AKA the Army Secretariat)

The Office of the Secretary is led by the secretary of the Army, assisted by the under secretary of the Army and the administrative assistant to the secretary of the Army, who is the senior civilian career official of the department.

HON Dan Driscoll- Secretary of the Army
David Fitzgerald - Undersecretary of the Army
Mr. Matthew L. Sannito - Acting Administrative Assistant To The Secretary Of The Army
LTG Mark S. Bennett - Military Deputy for Budget (Financial Management & Comptroller)
BG Rebecca McElwain - Director of Army Budget (Financial Management & Comptroller)
Brandon Pugh - Principal Cyber Advisor - to the Secretary of the Army and the Army Chief of Staff

Army Rapid Capabilities and Critical Technologies Office (RCCTO)

Reports to a Board of Directors: led by the Secretary of the Army, and the Army Chief of Staff, Under Secretary of the Army, Vice Chief of Staff of the Army, Army Acquisition Executive, and the Commander of Army Futures Command.

Directed Energy, Space, And Rapid Acquisition
LTG Robert A. Rasch, Jr. -Director
Mr. Warren O'Donell - Deputy Director Of Hypersonics, Directed Energy, Space, And Rapid Acquisition

Advanced Concepts And Critical Technologies
Mr. Robert Monto, Jr. - Director
Selective Propagation APS Radar SPAR

Counter-Small Unmanned Aircraft Systems
COL Raymond Yu - Deputy Director, Rccto Counter S-Uas | Chief, Jco Acquisition & Resource Division
Cyber, Electronic Warfare, And Information Dominance
Mr. Julian Williams - Director
Directed Energy Project Office
Mr. Adam Aberle - Director, Directed Energy Project Office
COL Steven D. Gutierrez - Project Manager for Directed Energy
AMP-HEL (Advanced Multi-Purpose High Energy Laser)
Rapid Acquisition Prototyping Project Office
Mr. Michael "Mike" Foster - Director, Rapid Acquisition Prototyping Project Office
COL Adam Miller - Deputy Director Prototyping Office
Guam Defense System Joint Program Office
LTC Raaen Stewart - Director, Joint Program Office, Guam Defense System
COL Anthony Behrens - Executive Director, Joint Program Office, Guam Defense System
Multi-Domain Artillery Cannon System
LTC Steven Hoak - Product Manager, Multi-Domain Artillery Cannon System

Army: Office of the Chief Information Officer (CIO)

Leonel T Garciga - Chief Information Officer
Dr. David M. Markowitz- Deputy Chief Information Officer/Chief Data And Analytics Officer
Mr. Nathan Colodney- Acting Director For Cybersecurity / Chief Information Security Officer

Army CIO: Architecture, Data and Standards
Mr. Wil Caldero - Director, Architecture, Data, Standards
Mr. Chris Dahl - Deputy Director, Architecture, Data, Standards
Mr. Greggory Judge - Chief, Architecture Division
Mr. Alfred Hall - Data Integration Division
Policy, Resources, And Analysis
Mr. Adam Nucci - Director, Policy, Resources, And Analysis
Enterprise Services Agency
Ms. Carrie A. Mcvicker - Executive Director, Enterprise Services Agency
Detachment 201
directing Silicon Valley CTOs into the force
James L. Long, jr. - Commander

Enterprise Cloud Management Agency
Mr. Thomas M. Sasala -Executive Director
COL Heath Giesecke-Executive Director
Ms. Katherine I. Ebersole - Deputy Director
Gabe Chiulli - chief technology officer - Enterprise Cloud Management Agency
Cloud Business Office (CBO)
Cloud Services Division (CSD)
Ms. Stephanie E. Litter-Reber -Chief, Cloud Services Division
Cybersecurity Division (C2D)
Ms. Rosalynn Pittman- Acting Chief, Cloud Cybersecurity Division, Cloud Business Office
Resource Management (RM)

Mr. Tyrus Edwards - Chief, Resource Management

Army Analytics

Dr. David M. Markowitz- Deputy Chief Information Officer/Chief Data And Analytics Officer

The Office of the Secretary of the Army is divided into multiple branches with functional responsibilities, the six most important of which are headed by one of the five assistant secretaries of the Army (or the general counsel.) Each is a civilian appointed by the president and confirmed by the Senate.

The Army Staff

The Army Staff is led by the chief of staff of the Army, a four-star general who is the highest-ranking officer in the Army and the Army member of the Joint Chiefs of Staff. The chief of staff is assisted by the vice chief of staff, a four-star general and second highest-ranking officer in the Army. Responsible for developing doctrine, guidance, and plans.

General Randy A. George - Army Chief of Staff

General James J. Mingus - Army Vice Chief of Staff

Alex Miller - Senior Advisor for Science and Technology and CTO to the Army Chief of Staff

The director of the Army Staff, a three-star general, is responsible for integrating and synchronizing the work of the Office of the Secretary and the Army Staff so that they meet the goals and priorities of the secretary of the Army.

The Army Staff is divided into several directorates, each headed by a three-star general;
a deputy chief of staff (DCS G–1 (personnel), G–2 (intelligence), G–3 (operations), G–4 (logistics), G-5 (planning), G-6 (network), G-7 (training), G-8 (finance), and G-9 (installations) respectively).The DCS G-3/5/7 is a single office for operations, plans, and training..

Army Staff

LTG Laura A. Potter - Director of the Army Staff

G-1 Personnel

LTG Brian S. Eifler - Deputy Chief Of Staff

Mr. Roy A. Wallace - Assistant Deputy Chief Of Staff

Military Personnel Management

BG Gregory S. Johnson- Director

G–2 Intelligence

LTG Anthony R. Hale - Deputy Chief Of Staff
Ms. Di. Randon - Assistant Deputy Chief Of Staff
Andrew Evans - Director, Strategy and Transformation
Army G-2X: Counterintelligence, Human Intel, Security & Disclosure Directorate (DAMI-CD)
Intelligence Personnel Management (DAMI-CP)
Foreign Intelligence Directorate (DAMI-FI)
Army Foreign Liaison Directorate (DAMI-FL)
Intelligence Community Information Management Directorate (DAMI-IM)
Plans & Integration Directorate (DAMI-PI)
Resource Integration Directorate (DAMI-RI)

G-3/5/7 Operations/Plans/Training

LTG Joseph A. Ryan - Deputy Chief Of Staff
BG Matthew N. Metzel - Deputy Chief of Staff, G-3/5/7 (IMA)
BG Tomika M. Seaberry - Military Deputy OCAR G-3/5/7 (IMA)
MG James P. Isenhower III - Assistant Deputy Chief Of Staff
MG Stephanie R. Ahern - Director Strategy, Plans and Policy
MG Jake S. Kwon- Director of Strategic Operations (IMA)
MG David F. Stewart- Director, Joint Counter-Small Unmanned Aircraft Systems Office/Director of Fires
BG David J. Zinn - Director of Training

G-4 Logistics

LTG Heidi J. Hoyle- Deputy Chief Of Staff
Matthew L. Sannito - Assistant Deputy Chief of Staff (IMA)
BG John M. Dreska - Assistant Deputy Chief of Staff (IMA), Mobilization and Training
BG Landis C. Maddox -Director of Operations, G-43/5/7
Ms. Sydney Smith - Director of Supply G-44S
Mr. Rick Marsh - Director Of Maintenance Programs & Policy G-44M

G-6 Network

LTG Jeth B. Rey - Deputy Chief Of Staff
Maj. Gen. Robert S. Powell, Jr. -Director, Program Resource Integration (IMA)
Brig. Gen. Marne L. Sutten - Director, Networks And C4 Services
Chief Warrant Officer 5 Rylan Knight - Chief Technology Officer/Senior Technical Advisor
Mr. Christopher Thomas - Director, Cybersecurity Integration And Synchronization
Office of Emerging Technology (OET)
Networks and C4 Services and Integration (NC4SI) Directorate
Cybersecurity Integration and Synchronization (CIS) Directorate
Program Resource Integration (PRI) Directorate

G-8 Finance

LTG Karl H. Gingrich - Deputy Chief Of Staff
Dr. Bryan Shone - Assistant Deputy Chief Of Staff
G-8 Force Development (FD) Leadership
MG Thomas O'Connor - Director
Ms. Elanor "Jeannie" Winchester - Deputy Director
Program Analysis and Evaluation
MG Peter N. Benchoff - Director

COL Patrick Workman - Military Deputy Director
Mr. Wade Yamada - Civilian Deputy Director
The Center For Army Analysis (CAA) Leadership
Dr. Steve Stoddard - Director
Mr. Josh Helms - Technical Director

G-9 Installations

LTG David Wilson - Deputy Chief Of Staff
Dan Klippstein - Assistant Deputy Chief of Staff
Stephen "Steve" W. Suh - Director, Resource Integration
Lekecia Clark -Director, Information Technology Directorate (ITD)
BG Kirk Dailey - Director of Operations
Drew White - Director, Installation Services
Dee A. Geise - Director, Prevention, Resilience, and Readiness Directorate

Army National Guard

LTG Jonathan M. Stubbs - Director, Army National Guard

Army Engineers

LTG William H. Graham Jr. - Chief Of Engineers

United States Army Corps of Engineers

MG Kimberly M. Colloton - Deputy Chief of Engineers/Deputy Commanding General
MG Jason E. Kelly - Deputy Commanding General for Civil Works and Emergency Operations
MG Kimberly A. Peeples - Commanding General, Mississippi Valley Division
MG Mark C. Quander - Deputy Commanding General for Military and International Operations
BG George H. Walter, Jr. - Commanding General Southwestern Division

Engineer Research and Development Center (ERDC)

Dr. Robert D. Moser, SES - director of the Information Technology Laboratory ERDC
Dr. Ty V. Wamsley, SES - Director, Coastal and Hydraulics Lab, Army ERDC
Dr. Andrew Nelson, SSTM - Director, Construction Engineering Research Laboratory ERDC
Mr. Nicholas Boone - Director of the Geotechnical and Structures Laboratory ERDC

ERDCWREX

collaboration and contracting with the U.S. Army Engineer Research and Development Center (ERDC)
Paul Sumrall - Director ERDCWREX
Janice Karcher - Deputy Director ERDCWREX
Louise McDonald - Business Manager ERDCWREX
Billy Klauser -Senior Innovation Project Manager ERDCWREX
Elyce Curry - Innovation Project Team Manager ERDCWREX
Jason Courtney - Innovation Project Manager ERDCWREX
Dustin Jolley - Innovation Project Manager ERDCWREX
Shannon Royal - Special Projects Coordinator ERDCWREX
Christie Bell - Commercialization Manager ERDCWREX

Army: Office of Assistant Secretary for Acquisition, Logistics and Technology ASA(ALT)

Mr. Jesse D. Tolleson (Acting)- Asst Secretary- also Senior Research and Development

official and science advisor for the Secretary of the Army
LTG Robert Collins - Principal Military Deputy, DAAC to Asst Sec for Acquisition, Logistics & Technology
COL Amanda Love - Acquisition Manager
Mr. Patrick Mason– Principal Deputy to Asst Secretary for Acquisition, Logistics & Technology

ASA(ALT) manages and provides oversight through the principal military deputy/director acquisition career management/chief integration officer, of the followingPEOs and organizations:

- PEO Ammunition, PEO Aviation, PEO Command, Control, Communications Tactical, PEO Combat Support and Command Services Support, PEO Enterprise Information Systems, PEO Ground Combat Systems, PEO Intelligence, Electronic Warfare and Sensors, PEO Missiles and Space, PEO Simulation, Training and Instrumentation, PEO Soldier
- Joint Program Executive Office (JPEO) Chemical and Biological Defense, JPEO Joint Tactical Radio System
- Deputy for medical systems, Director of the Army Acquisition Support Center, Director of the Chemical Materials Agency

ASA(ALT) has 12 Program Executive Offices, 7 Deputy Assistant Secretaries, the Deputy for Acquisition and Systems Management, and 2 direct reporting units (Rapid Capabilities and Critical Technologies Office and U.S. Army Acquisition Support Center) operate in 6 locations nationwide.

(See Appendix C for a 2024 list of contractors to the Army in and the program they're associated with.)

Army: ASA (ALT) Acquisition Support Center (USAASC)

Mr. Ronald Richardson - Director Acquisition Support Center and Director, Acquisition Career Mgmt
COL Barry Williams - Deputy Director Acquisition Support Center

Army ASA(ALT): Acquisition School (TAAS)

Greg Gardunia - Director
Mr. Jonathan Spurlock -Academic Ops

Army ASA(ALT): Data, Engineering and Software (SAAL-ZE)
Ms. Rocio (Rosie) Bauer - Deputy for Data, Engineering and Software
Army ASA(ALT): Acquisition and Systems Management (SAAL-ZS)
MG Christopher D. Schneider - Deputy for Acquisition and Systems Management
John Howell – Director Soldier and Maneuver (within DASM)
Army ASA(ALT):Defense Exports & Cooperation (SAAL-ZN)
Mr. Patrick Mason - Deputy for Defense Exports & Cooperation
Army ASA(ALT): Plans, Programs and Resources (SAAL-ZR)
Ms. Kirsten Taylor - Deputy for Plans, Programs and Resources

Army ASA(ALT): Procurement (SAAL-ZP)
Ms. Kimberly Diane Buehler - Acting Deputy for Procurement

Army ASA(ALT): Research and Technology (SAAL-ZT)
Chris Manning - Deputy Assistant Secretary for Research and Technology and Army Chief Scientist
Army: SBIR/STTR Program
Dr. Matt Willis - Director SBIR/STTR Program Army, Director of Army Innovation Programs
Army SBIR TABA Program
ARMY SBIR CATALYST Program/
Army ASA(ALT): Strategy and Acquisition Reform (SAAL-ZF)
Heather Shirey - Acting Deputy for Strategy and Acquisition Reform
Army ASA(ALT): Sustainment (SAAL-ZL)
Mr. Robert Rhoades - Acting DASA Deputy for Sustainment
Army Office Of Small Business Programs
Ms. Kimberly Diane Buehler - Director Army Office Of Small Business Programs
Ms. Pamela D. Callicutt - Deputy Director Army Office Of Small Business Programs
U.S. Army Commands With Small Business Offices
National Guard Bureau (NGB)
Army Medical Command (MEDCOM)
Army Materiel Command (AMC)
Army Futures Command (AFC)
U.S. Army Corps of Engineers (USACE)

As part of its Army Transformation Initiative announced in May 2025, the Army is considering consolidating its 12 Program Executive Offices (PEOs) to seven Capability Executive Offices (CEOs). The Army's Future Command and Training Command have merged and are now the Transformation and Training Command.

Army: PEO Joint Program Office Armaments and Ammunition JPEO AA

Picatinny Arsenal, New Jersey
MG John Reim - program executive officer, Armaments and Ammunition
Dr. Theresa A. Smith - Deputy Joint Program Executive Officer, Armaments & Ammunition

Close Combat Systems (PM CCS)

COL Vinson “Vince” Morris - Project Manager - Close Combat Systems (PM CCS)
Joe Pelino - Deputy Project Manager - Close Combat Systems (PM CCS)
The PM is the life cycle program manager in the following Close Combat Systems categories::
Terrain Shaping Obstacles
Mrs. Tinesha Nicholas - Product Manager Terrain Shaping Obstacles
Combat Armaments and Protection Systems
Demolitions and Countermeasures
Joint Ammunition and Weapons Systems
Conventional Weapons Demilitarization

Combat Ammunition Systems (PM CAS)

COL Leon Rogers - Project Manager - Combat Ammunition Systems (PM CAS)
Pete Burke - Deputy Project Manager - Combat Ammunition Systems (PM CAS)
Develops, produces, and equips Soldiers and Marines with conventional artillery and mortar ammunition, precision ammunition, mortar weapons, and mortar fire control systems

- *Precision Attack Cannon Munitions*
  - Excalibur 155mm precision-guided artillery round with extended Precision Guidance Kit
  - Mahmoud “Dave” Ahmad - Product Manager, Extended Range Artillery Munitions (PdM ERAM)
  - Bonus Mk 2 projectile - 155 millimeter artillery-launched, fire-and-forget projectile
  - Cannon Delivered Area Effects Munition-Armor AEM DPICM Replacement (XM1208)
- *Precision Fires and Mortars*
  - Accelerated Precision Mortar Initiative (APMI) XM395
  - M1155 Enhanced Portable Inductive Artillery Fuze Setter(EPIAFS)
  - M1156 Precision Guidance Kit(PGK) is a GPS guidance kit
  - M121 Carrier Mounted Mortar System
- *Conventional Ammunition*
  - Artillery Ammunition
  - Mortar Ammunition

Tactical Artillery Systems

Maneuver Ammunition Systems (PM MAS)

COL Steve Power - Project Manager- Maneuver Ammunition Systems (PM MAS)
Robert Kowalski - Deputy Project Manager- Maneuver Ammunition Systems (PM MAS)
Programs provide ammunition to Warfighters (Army, Navy, Air Force, Marines)
Small Caliber Ammunition (PdM SCA)
Major Faith Mueller, - Assistant Product Manager for Small Caliber Ammunition
Medium Caliber Ammunition (PdM MC)
LTC Saleem Khan - Product Manager Medium Caliber (PdM MC)
Large Caliber Ammunition (PdM LC)
Matthew Nestor - Product Manager Large Caliber (PdM LC)
Special Ammo & weapons Systems (PD SAWS)

Project Lead Tactical Artillery Systems (PM TAS)

Christoper Hatch - Acting Project Lead Tactical Artillery Systems (PM TAS)
develops, equips and sustains Cannon Artillery and Survey Systems.
The project lead manages the following tactical artillery systems:

- *Cannon Artillery Systems*
- *Towed Howitzer Systems*

· *Digital Fire Control Integration*
· *Surveying Systems*

Joint Ammunition and Weapons Systems JAWS (PL JAWS)

Frank Altamura - Project Lead Joint Ammunition and Weapons Systems JAWS (PL JAWS)
Leads the Single Manager for Conventional Ammunition's (SMCA) acquisition responsibility as the Project Manager for Bombs, Energetics, Navy Gun Ammunition and Army Aviation CAD/PADs
General Purpose Bombs

- MK80 Series (500-2000lb)
- BLU-110 (1000lb) Bomb
- BLU-111 (500lb) Bomb
- BLU-117 (2000lb) Bomb
- MK 81 (250lb) Bomb
- MK82 (500lb) Bomb
- MK83 (1000lb) Bomb
- MK84 (2000lb) Bomb w/JDAM
- Inert Bombs
- BLU-129/B (500lb) Bomb

Penetrator Bombs

- BLU-109 is a 2000lb hard target penetrator warhead

Practice Bombs
BDU-33(25lb) Bomb
MK76 (25lb) Bomb

Project Lead - Joint Services

LTC Joshua L. Headley - Project Lead Joint Services
Melissa L. Markos- deputy Project Lead Joint Services
Works with industry partners to operate and maintain six Army ammunition plants across the country:
Holston Army Ammunition Plant- Kingsport, TN (explosives); Iowa Army Ammunition Plant Middletown, IA (load/assemble/pack); Lake City Army Ammunition Plan, Independence, MO (small caliber); Quad City Cartridge Case Facility, Rock Island, IL (large caliber cartridge cases); Radford Army Ammunition Plant Radford, VA (propellants); Scranton Army Ammunition Plant Scranton, PA (metal parts)

Directorate of Integration (DoI)

Eugene Conner – Director of Integration, (DOI)
Influences and guides action across the JPEO Armaments and Ammunition portfolio
The Directorate leads effort for the JPEO A&A on the following topics:
· *Assured Position Navigation and Timing/ NAVWAR*
· *Ammunition Logistics R&D*
· *Assured Munitions/ Supply Chain management*
· *Digital Engineering and Modular Open Systems Architecture*
· *Tech transition to Programs of Record (SBIR/ TMI/ ManTech/ 6.3 investments, etc.*
· *Manage externally funded R&D*
· *Environmental, Safety and Occupational Health*
· *JPEO A&A Chief Technology Officer*
· *JPEO A&A Chief Systems Engineer*

Army: PEO Aviation

Huntsville, Alabama
Brigader General David Phillips - Program Executive Officer, Aviation
Rodney Davis - Deputy Program Executive Officer, Aviation

Apache Attack Helicopter
COL Daniel Thetford - Project Manager Apache Attack Helicopter
Art Medellin - Deputy Project Manager
Alex Alejo, PM Apache's International Programs Product Manager
LTC. David Daniels - Apache Development and Modernization
Meghan Langston - international program manager Apache

Aviation Mission Systems & Architecture - James Bamburg - Project Manager
James Bamburg - Project Manager Aviation Mission Systems & Architecture

Aviation Turbine Engines
Regina Bublitz - Project Manager Aviation Turbine Engines
LTC Christian A. Abney - Product Manager for the Improved Turbine Engine Program

Cargo Helicopters
COL Jennie Conlon - Project Manager Cargo Helicopters
Maj. Jake Bitonel, Assistant Program Manager CH-47F Modernization

Fixed Wing
COL Joseph Minor - Project Manager Fixed Wing Aircraft

Future Attack Reconnaissance Aircraft MV-75
Project Manager Future Attack Reconnaissance Aircraft
Kevin Stramara - program manager, Future Attack Reconnaissance Aircraft
Programs
High Accuracy Detection and Exploitation System (HADES)

Future Long-Range Assault Aircraft
COL Jeffrey Poquette - Project Manager Future Long-Range Assault Aircraft -

Uncrewed Aircraft Systems
COL Danielle Medaglia - Project Manager Uncrewed Aircraft Systems (UAS)
Michael (Ski) Horrocks - Deputy Project Manager of Uncrewed Aircraft Systems UAS
Stacey Freeman - Product Officer & Asst Product Manager of Company Level Directed Requirement (MRR) and Joint Tactical Autonomous Aerial Resupply System (JTAARS).
Programs
Gray Eagle
Shadow
Future Tactical UAS (FTUAS)
SUAS Family of Systems (Short, Medium, Long-Range Reconnaissance systems)
Launched Effects (LE)
Uncrewed Vehicle Control (UVC) programs
Company-Level Small Uncrewed Aircraft System
- Anduril: Ghost X
- Performance Drone Works: C-100

Utility Helicopters
COL Ryan Nesrsta - Project Manager Utility Helicopters

Aerial Communications & Mission Command (ACMC)
Lt. COL Marc Peterman - product manager

Note: It has been suggested that PEO Command, Control, Communications and Networks (PEO C3N) and PEO Information, Electronic Warfare and Sensors(IEW&S) could be combined

Army: PEO Command, Control, Communications and Network (PEO C3N)

Aberdeen Proving Ground, Maryland
BG Shane (Jack) Taylor - PEO Command, Control, Communications and Network (PEO C3N)
Ward Roberts- deputy of PEO C3N

Integrated Enterprise Network (IEN)

formerly known as Defense Communications and Army Transmission Systems (DCATS)
COL Alan Stephens - Project Manager Integrated Enterprise Network
Integrated Enterprise Network Portfolio:
- *Base Emergency Communications System*
- *Global Enterprise Network Modernization – Americas*
- *Global Enterprise Network Modernization – OCONUS*
- *Wideband Enterprise Satellite Systems*

Interoperability, Integration and Services (PM I2S)

Matt Maier – Project Manager, Interoperability, Integration and Services
integration, acquisition and delivery of modernized network solutions for the Army and the Joint Force.
Interoperability, Integration and Services Portfolio:
- *Command Post Modernization*
- *Common Systems Hardware*
- *Enterprise – Identity, Credential and Access Management*
- *Network Integration and Modernization*
- *Tactical Network Initialization and Configuration*
- *Unified Network Operations*

Next Generation Command and Control (PM NGC2)

COL Chris Anderson - Project Manager
NGC2 is the Army's answer to Joint All-Domain Command and Control (JADC2

Mission Command (PM MC)

LTC Matthew Porter - Project Manager
Provide intuitive, adaptive mission command and situational awareness capabilities for the command
Contact Info: (443) 395-2119
Mission Command Portfolio:
- *Command Post Computing Environment*
- *Fire Support Command and Control*
- *Joint Battle Command-Platform*
- *Mounted Mission Command*
- *Mission Command Cyber*

Tactical Network (PM TN)

COL Stuart (Stu) McMillan – project manager Tactical Network (PM TN)
Operate and exchange critical data in limited, contested and distributed network environments
Contact Info: (443) 395-7169
Tactical Network Portfolio:
- *Allied Information Technology*
- *Commercial Satellite Terminals Programs*
- *Mission Network*
- *Network Modernization*
- *Satellite Communications*
- *Unified Network Capabilities and Integration*

Tactical Radios (PM TR)

Mike Hedley – Project Manager Tactical Radios (PM TR)
Provides a range of products that are capable of terrestrial and celestial communications
Contact Info: 443-395-2766, 443-395-6937, 443-395-2420
Tactical Radio Portfolio:
- *Combat Net Radio*
- *Communications Security*
- *Helicopter and Multi Mission Radios*
- *Handheld, Manpack and Small-form Fit*

LTC Derrick Hooper - Product Manager for Handheld Manpacks, Small Form Fit
- *Integrated Tactical Network*
- *Waveforms*

Joint Tactical Networking Center

Kurt N. Reese - Director Joint Tactical Networking Center
Mathew D. Gurerrieri - Deputy Director Joint Tactical Networking Center
Chaz Johnson - Directorate Lead Business Finance & Operations Joint Tactical Networking Center

Information Repository (IR) that provides software code and documentation for reuse based on legal agreements between government and software developers. It provides technical expertise for waveform exportability and to facilitate standardization of key waveform interfaces.
Technical Analysis & Engineering Services (TA & ESD)
William Brickner - Directorate Lead Technical Analysis & Engineering Services (TA & ESD)
Software Solutions and Innovation Directorate (SSID)
Fritz McNair - Directorate Lead Software Solutions and Innovation Directorate (SSID)
The Joint Communications Marketplace (JCM)
is a knowledge repository for tactical communications products and technologies. It is also a collaboration environment enabling the exchange of information between Government stakeholders and Industry.

Note: It has been suggested that the Army PEO Ground Combat Systems and PEO Combat Service Support might be combined in late 2025.

Army: PEO Combat Support and Combat Service Support (CS&CSS)

Detroit Arsenal, Michigan

BG Camilla A. White - PEO Combat Support and Combat Service Support (CS&CSS)
Andrew DiMarco - Deputy PEO Combat Support and Combat Service Support (CS&CSS)

Project Manager - Expeditionary Energy & Sustainment Systems

COL Laverne O. Amar – Project Manager Expeditionary Energy & Sustainment Systems
Victor Hernandez – Deputy Project Manager Expeditionary Energy & Sustainment Systems
Provide expeditionary energy, force sustainment, and contingency basing capabilities that reduce sustainment demand for the Warfighter.
Product Manager - Mobile Electric Power Systems (PdM MEPS)
LTC Thomas Beyerl - Product Manager Mobile Electric Power Systems (PdM MEPS)

Provides tactical and prime electric power (5-60 kW) generation and distribution systems solutions for the DoW

Product Manager - Force Sustainment Systems (PM FSS)
LTC Reuben Joseph - Product Manager Force Sustainment Systems (PM FSS)

- Field Fielding - food service equipment
- Field Services - clean and repair combat clothing and textiles, personal hygiene in tactical environments, and mortuary and religious services
- Airdrop - air cargo delivery services
- Shelter Systems - rigid wall shelters, soft wall shelters (tents), heaters
- Environmental Control Units, ballistic protection for shelters, specialty storage containers, and camouflage net systems
- Force Provider Module - containerized base camp for 75, 150 or 550 soldiers
- Future Capabilities Integration Laboratory (FCIL), managed and operated by PM FSS

Project Manager - Force Projection

Kyle Brunner - Project Manager Force Projection
Shon Severns - Deputy Project Manager Force Projection
Product Manager - Bridging
Christopher Upton - product manager Bridging

Provide innovative gap crossing capability to the Warfighter

Product Manager - Engineer, Maintenance and Support Equipment (PdM EMSE)
LTC Eric Lewis - product manager Engineer, Maintenance and Support Equipment (PdM EMSE)

Provides sets, kits and tools for tracked and wheeled vehicle repair and maintenance, armament and hydraulic systems repair.

Product Manager - Petroleum and Water Systems
LTC Michael White - product manager Petroleum and Water Systems

The project manager manages:
-- The Petroleum Quality Analysis System-Enhanced (PQAS-E) is a fully integrated fuel laboratory
-- The Modular Fuel System (MFS) for petroleum distribution operations is a rapidly deployable and recoverable fuel storage/distribution system able to receive, store and issue fuels on the battlefield.
-- The Fuel System Supply Point (FSSP) consists of fabric storage tanks of various sizes, pumps, filter separators, fittings and hoses.
-- The Load Handling System Compatible, Water Tank Rack (Hippo) is a mobile hard wall system providing potable water to theater and brigade units.
-- The Tactical Water Purification System (TWPS) is a water purification system capable of supplying 1500 gallons per hour

Product Director - Test, Measurement and Diagnostic Equipment
Gerry Cox - product director Test, Measurement and Diagnostic Equipment

Army Test, Measurement, and Diagnostic Equipment (TMDE) and Calibrations Standards to enable weapon systems readiness.

The project manager manages:

-- At-Platform Automatic Test Systems
-- Off-Platform Automatic Test Systems
-- Calibrations Sets
-- Test Equipment Modernization
-- Maintenance Support Device Light & Rugged At Platform Automatic Test Systems

Product Manager - Robotic and Autonomous Systems
Kent Shea - product manager Robotic and Autonomous Systems

Route Clearance Interrogation Systems (RCIS) consists of two capabilities: unmanned, semi- autonomously controlled, highly mobile platforms to support Route Clearance Platoons and the Brigade Combat Teams.

The projects include:

· *M160 Robotic Mine Flail*
· *LeaderFollower - links unmanned follower Palletized Load Systems to PLS vehicle*
· *Squad Maneuver Equipment Transport*

Project Lead - Robot Logistics Support Center
Greg Dixon – Director Robot Logistics Support Center

Repairs and maintains the Army's fleet of 4,000 robots, which include five different models and 28 unique configurations. These systems are used primarily for route clearance and Explosive Ordnance Disposal missions.

Joint Project Office – Joint Light Tactical Vehicles

Vehicles in two variants and four mission package configurations: *general purpose*, *heavy-guns carrier*, *close-combat-weapons carrier*, and *a utility vehicle*
Light Tactical Vehicles (PdD LTV)
Aaron Hart – Product Director Light Tactical Vehicles (PdD LTV)
Responsible for the Army's High Mobility Multipurpose Wheeled Vehicle (HMMWV) Vehicles
Ground Mobility Vehicles
John Hufstedler – Product Director Ground Mobility Vehicles
Army-GMV 1.1, Infantry Squad Vehicle, and electric Light Reconnaissance Vehicle programs.

Project Manager - Transportation Systems (PM TS)

Ray Folden – Project Manager Transportation Systems (PM TS)
Zina Kozak-Zachary – Deputy Project Manager Transportation Systems (PM TS)
PM Transportation Systems programs include:
Heavy Tactical Vehicles (PdM HTV)
Ray Folden - Product Manager Heavy Tactical Vehicles (PdM HTV)

M1070A1/M1000 Heavy Equipment Transporter System *(HETS)*
M1300/M1302 Enhanced Heavy Equipment Transporter System (EHETS)
M977A4 Armored Heavy Expanded Mobility Tactical Truck (HEMTT)
M1075A1 Armored Palletized Load System (PLS)
M1076 PLS Trailer
M870A4 Semitrailer Lowbed Construction Equipment Transporter, Trailer
M917A3 Heavy Dump Truck (HDT)

Heavy Tactical Vehicles (PdM HTV)
Multi-Mission Protected Vehicle Systems (PdM MPVS)

Multi-Mission Protected Vehicle Systems (PdM MPVS)

Diane McCarthy- Product Manager Multi-Mission Protected Vehicle Systems (PdM MPVS)

Family of Medium Tactical Vehicles

(PdM MTV) Light Medium Tactical Vehicles (LMTV) A1P2: 2.5 Ton & A2: 3 Ton, Medium Tactical Vehicles (MTV) A1P2: 5 Ton & A2: 8 Ton, FMTV based specialty vehicles and trailers.

- FMTV A2 Group
- Cold Weather All-Terrain Vehicle (CATV)

Common Tactical Truck

Alvin Bing- Product Manager Common Tactical Truck

Family of Vehicles (FoV) to replace the M915 Line Haul Tractor & M1088 Medium Tractor, Palletized Load System (PLS), and Heavy Expanded Mobility Tactical Truck (HEMTT).

Army Watercraft Systems (PdM AWS)

Benton Gady - Product Manager Army Watercraft Systems (PdM AWS)

- Modular Causeway System
  support for cargo and equipment during intra-theater lift, port opening, waterborne tactical and joint amphibious, riverine, or Joint Logistics-Over-The-Shore (JLOTS) operations.
- Logistics Support Vessel
  transportation for vehicles, containers, and/or general cargo to remote, underdeveloped areas along coastlines and inland waterways; to support unit deployments, relocations, and port to port operations; 7’ draft. Crew of 31 to sail.
- Landing Craft Utility (LCU-2000)
  provides cargo transport, inland waterways, unimproved beach landing, emergency passenger transport, self-sustained, 24 double-stacked 20-foot ISO container carrying capacity, and 6’ draft. Crew of 12 to sail.
- Landing Craft Mechanized (LCM-8)
  smaller than an LCU, but has similar capabilities. Additional capabilities include medical evacuation, light salvage, diver support, fire fighting, C2 platform, 2 double-stacked 20-foot ISO container carrying capacity, and 5’ draft. Crew of 6 to sail.
- Small Tug (ST-900)
  performs floating craft and harbor craft operations. The only towing and terminal watercraft in the AWS inventory. Crew of 12 to sail.
- Maneuver Support Vessel (MSV(L))
  transport multiple combat configured ready-to-fight payloads with crew; a combat configured Abrams tank; or two Strykers with bar armor; or four Joint Light Tactical Vehicles (JLTVs); or two 20-foot or one 40-foot ISO containers; or a Heavy Expandable Mobility Tactical Truck (HEMTT); or a Load Handling System (LHS) and trailer. Crew of 8 to sail.

Project Lead - Integration Office

James “Steve” Roberts - Project Lead Integration

link between project offices and the science & technology community and industry.

Integration Office focus areas are:

- *Electrification*
- *Arctic Operations*
- *Predictive Logistics*
- *Developing technology road maps, integration and transition agreements*

Army: PEO Enterprise Information Systems (PEO Enterprise)

Fort Belvoir, Virginia
Responsible for managing and providing the enterprise business systems and data analytics that Soldiers and the U.S. Army need to operate every day
Bill Hepworth - Program Executive Officer Enterprise
Brig. Gen. Robert J. (RJ) Mikesh Jr. - Deputy PEO, Enterprise Information Systems

Effective Aug. 1, 2025 there are four portfolios — also known as O-6 project management offices — aligned with Army domains in the business mission area. with 37 acquisition programs

Ms. Miranda Coleman - Acting Assistant PEO Quality and Transformation
Mr. Ali Mohammed - Acting Assistant PEO Chief Technology Officer
Mr. Patrick McKinney - Acting Chief Of Staff, Enterprise Information Systems

Lawrence Silas - Director, Acquisition Logistics & Property Management, EIS
Sarah Steenberge - Director, Human Resources, Enterprise Information Systems
Adam Bross - Director, Business Management Division, Enterprise Information Systems
Michael Chappell - Chief Information Officer
Ken Wojcik - Director, Plans & Operations, Enterprise Information Systems *Data*

Integrated Personnel and Pay System – Army (IPPS-A)
COL Matt Paul – Project Manager, Integrated Personnel and Pay System – Army (IPPS-A)
Accessions Information Environment (AIE)
Valarie Tran – Product Lead
IPPS-A Increment II (IPPS-A Inc II)
LTC Mbukoyo Butler – Product Manager
Operational Medicine Information Systems – Army (OMIS-A)
Ms. Ami Bryant – Acting Product Lead
Force Management (GFIM)
Sajjan "Saj" George - Product Director

Enterprise Business Systems - Convergence (EBS-C)
COL Melvin Mitchell - Project Manager
Army Enterprise Systems Integration Program Hub (AESIP Hub)
Mr. Marcus Collins - Project Lead
Logistics Information Systems (LIS)
Mr. Cedric Sherad – Acting Project lead
Army Human Resource Systems (AHRS)
Gina Whitaker – Product Director, Army Human Resource Systems (AHRS)
Consolidated – Enterprise Resource Planning (C-ERP)
Rob Porter - Director
General Fund Enterprise Business System (GFEBS)
Carlton White – Product Director
General Fund Enterprise Business System Sensitive Activities
Global Combat Support System – Army (GCSS-Army)
James Winbush – acting Product Director
Paul Phillabaum, acting product manager
Logistics Modernization Program (LMP)

Defense Integrated Business Systems (DIBS)
Mr. Doug Haskin - Project Manager
Army Contract Writing System (ACWS)
LTC Camille Morgan – product manager
Foreign Military Sales – Army Case Execution System (FMS-ACES)
Ms. Kelly Rutherford - Project Lead
Army Training Information System (ATIS)
LTC John Nikiforakis – Product Manager, 757-878-0433
ArmyIgnitED (ArmyIgnitED)
Mr. Keith Baylor - Product Lead
Enterprise Services (ES)
Reginald Shuford - Project Director
Acquisition, Logistics and Technology Enterprise Systems and Services (ALTESS)
James Oliver - Enterprise Cloud Tools
Army Enterprise Staff Management System (AESMS)
Ms. Lesley Plitz – Acting Product Lead
Digital Market
Susan Willams - Product Lead
Mr. Regional Shuford – Acting Product Lead
Human Resource Solutions (HR Solutions)
Mr. Brent Thomas – Product Lead
MilTech (MilTech)
Mr. Regional Shuford – Product Director
Enterprise Computing (EC)
Palmer Mitchell – Product Lead

Note: It has been suggested that the Army PEO Ground Combat Systems and PEO Combat Services might be combined in late 2025.

Army: PEO Ground Combat Systems

Detroit Arsenal, Michigan
Michelle Link - Acting Program Executive Officer, Ground Combat Systems
Provides combat vehicles to improve soldier capability and survivability incorporating lethality, survivability, mobility, and adaptability improvements of ground combat vehicles for the Warfighter.

Self-Propelled Howitzer Systems

COL Freeman Bonnette - Project Manager, Self-Propelled Howitzer Systems
Programs include:
- *Paladin M109*
- *Extended Range Cannon*

Mounted Armored Vehicles

COL Daniel Ramos - Project Manager, Mounted Armored Vehicles
Programs include:
- Armored -Multi-Purpose Vehicles
- Bradley Fighting Vehicles
- MAV Modernization

- Combat Recovery Systems

Abrams

COL Ryan Howell - Abrams Project Manager (PM)

Programs include:

Abrams Production

Abrams Modernization

Lt. COL Daniel Varley - Product Manager for the Abrams Modernization New Start

Stryker Brigade Combat Team (SBCT)

Clifton J. Boyd - Stryker Project Manager (PM)

Programs include:

- Production and Variant Management

- Stryker Future Operations

Future Battle Platforms

COL Ken Bernier - Project Manager, Future Battle Platforms

Programs include:

- Robotic Combat Vehicles

Mr. Michael Dunne - Product Manager for Robotic Combat Vehicle

XM30 Combat Vehicle

COL Jeffery Jurand - Project Manager, XM30 Combat Vehicle

Programs include:

- XM30 Prototype Development

- XM30 Advanced Capabilities

- XM30 Transformation

Capability Transition & Product Integration

Matt Spiess - project lead, Capability Transition & Product Integration

Programs include:

- Ground Combat Product Integration

- Ground Combat Enabling Technologies and Transitions

- Vehicle Protection Systems

Foreign Military Sales

David Dopp - Project Lead, Foreign Military Sales

Note: It has been suggested that PEO Command, Control, Communications and Networks (PEO C3N) and PEO Information, Electronic Warfare and Sensors(IEW&S) could be combined

Army: PEO Intelligence, Electronic Warfare and Sensors (PEO IEW&S)

Aberdeen Proving Ground, Maryland

BG Kevin Chaney - Program Executive Officer IEW&S

Mr. Kyle Perkins - Acting Deputy Program Executive Officer IEW&S

Mr. Laurence Mixon - Special Assistant to the PEO IEW&S

Heidi Pavao - IEW&S Program Acquisition and Cost Efficiencies Division Chief

Team of seven project managers

Project Management Office - Aircraft Survivability Equipment (PM ASE)

COL Brock Zimmerman - Project Manager Aircraft Survivability Equipment (PM ASE)

Mr. Stephen O'Brian - Deputy Project Manager Aircraft Survivability Equipment (PM ASE)
Programs
Radar Warning and Infrared Countermeasures (RWIC)
- Advanced Threat Infrared Countermeasures (ATIRCM)
- AN/APR-39D(V)2 Radar Warning Receiver (MRWR)
- Common Infrared Countermeasure (CIRCM)
Common System Integration
- ASE Modernization
- Training Aids Devices, Simulators, and Simulations (TADSS)
Missile Warning (MW)
- Common Missile Warning System (CMWS)
- Improved Threat Detection System (ITDS)
- Laser Detection System (LDS)
- Limited Interim Missile Warning System (LIMWS)

Project Management Office - Cyber and Space (PM C&S)

Mr. Christopher Green - Project Manager Cyber and Space (PM C&S)
Ms. Catherine Hammer - Deputy Project Manager Cyber and Space (PM C&S)
Programs
Information Warfare Cyber Infrastructure (IWCI)
- Joint Common Access Platform (JCAP)
- FIERCEPENGUIN - software Firing Platform System that enables a cyber operator to manage, orchestrate, or interactively execute Offensive Cyber Operations.
Information Warfare Cyber Development (IWCD)
- Rapid Capability Development Network (RCDN)
- Foundational Toolkit (FTK)
- Tactical Cyber Equipment Radiofrequency Delivery Effects Platform (TCE RDEP)
- *SAVANT CATALYST (SC)*

Deploy commercial hardware and commercial/custom software to enable passive (SC & DB) network mapping of desired objectives and actively (DB) impact data flows

Project Management Office - Defensive Cyber Operations (PM DCO)

Mr. Robert Zoppa - Project Manager Defensive Cyber Operations (PM DCO)
LTC Brandon Pye - Product Manager DCO Cyber Analytics and Detection (CAD)
Dr. Linda Jones - Deputy Project Manager Defensive Cyber Operations (PM DCO)
Programs
Cyber Analytics and Detection (CAD)
- Castle Keep (CK)
- Cyber Analytics (CA)
- Threat Emulation (TE)
- User Activity Monitoring
Cyber Platforms and Systems (CPS)
Wayne Sok - Product Manager Cyber Platforms and Systems Product Office
- Counter Infiltration (C-I)
- Defensive Cyberspace Operations Tools Suite (DCO Tools)
- Deployable Defensive Cyberspace Operations System (DDS)
- Forensics and Malware Analysis (F&MA)
- Garrison Defensive Cyberspace Operations Platform (GDP)

Project Management Office - Electronic Warfare and Cyber (PM EW&C)

COL Scott Shaffer - Project Manager Electronic Warfare and Cyber (PM EW&C)
Mr. Mark Saxon - Deputy Project Manager Electronic Warfare and Cyber (PM EW&C)
Programs
Electronic Attack (EA)
- Modi Dismounted EW System
- Modular Electromagnetic Spectrum System (MEMSS)
- Multi-Mission Defense Electronic Attack Capabilities (MMDC)
- NAVWAR EW Systems Overhead (NESO)

Electronic Warfare Integration (EWI)
- Electronic Warfare Planning and Management Tool (EWPMT)

Strategic Spectrum Warfare SSW)
- Terrestrial Layer System – Echelons Above Brigade (TLS EAB)
- Theater SIGINT System (TSIGS)

Terrestrial Spectrum Warfare (TSW)
- Prophet Enhanced (PE)
- Spectrum Situational Awareness System (S2AS)
- Tactical Electronic Warfare System (TEWS)
- Tactical Electronic Warfare System – Infantry (TEWS-I)
- Terrestrial Layer System – Manpack (TLS)

LTC John Cross, Product Manager Tactical Spectrum Warfare
PM EWSC Additional Missions
DoW CREW Single Manager/PM EW&C Foreign Military Sales (FMS)
C5 Consortium for Other Transaction Authority (C5 OTA)

Project Management Office - Intelligence Systems and Analytics (PM IS&A)

COL Jonathan Lipscomb - Project Manager Intelligence Systems and Analytics (PM IS&A)
Stephen J. Morton - Project Manager Intelligence Systems and Analytics (PM IS&A)
Programs
Data and Analytics
- Capability Drop 1 (CD-1)
- Army Intelligence Data Platform (AIDP)
- Intel Apps (IA)
- GEOINT Workstation (GWS)

Intelligence Systems
LTV Samuel Singleton - Project Manager for Intelligence Systems
- Tactical Intelligence Targeting Access Node (TITAN)

Greg Faragher, Chief Engineer for TITAN
Project Linchpin
- Project Linchpin

Intel Enablers (IE)
- Operational Intelligence Ground Station (OGS), AN/TYQ-224B
- Tactical Intelligence Ground Station (TGS)
- Cross Domain Server Set (CDSS)
- Cross-Domain Enterprise All-source User Repository (CENTAUR)
- Intelligence Fusion Server (IFS)
- Intelligence Processing Center (IPC-v2)

Joint Tactical Terminal (JTT)
- Joint Tactical Terminal (JTT)

Project Management Office - Positioning, Navigation and Timing (PM PNT)

Mr. Christopher Jais - Project Manager Positioning, Navigation and Timing (PM PNT)
Mr. Donnie Rhoads - Deputy Project Manager Positioning, Navigation and Timing (PM PNT)
Programs
Mike Trzeciak, project manager, PM PNT
Dismounted PNT
- Dismounted Assured PNT System (DAPS)
Mounted PNT
- Mounted A-PNT System (MAPS)
PNT Modernization
- PNT Modernization

Project Management Office -Intelligence, Electronic Warfare and Sensors (PM SAI)

Julie Issac - Project Manager Sensors and Aerial Intelligence (PM SAI)
Tracy Novao - Deputy Project Manager Sensors and Aerial Intelligence (PM SAI)
CD4 Jabar Stewart - Senior Technical Advisor Electronic Warfare and Cyber (PM EW&C)
Programs
Aerial Enhanced Radars Optics and Sensors (AEROS)
Doug Haskin - product manager
- Common Sensor Payload (CSP)
- Launched Effects (ALE) Payloads
- Small Tactical Radar Lightweight (STARLite)
Medium Altitude Reconnaissance and Surveillance System (MARSS)
- Enhanced Medium Altitude Reconnaissance and Surveillance System (EMARSS)
- Guardrail Common Sensor (GRCS)
Multi-Domain Sensing System (MDSS)
- Airborne Reconnaissance & Electronic Warfare System (ARES)
Susan Tyndall - assistant program manager ARES
- Airborne Reconnaissance Targeting Exploitation Mission Intelligence System (ARTEMIS)
- High Accuracy Detection and Exploitation System (HADES)
- High Altitude Extended-range Long-endurance Intelligence Observation System (HELIOS)
- High Altitude Platform-Deep Sensing (HAP-DS)
- High Efficiency RF Monitoring and Exploitation System (HERMES)

Project Management Office - Tactical Exploitation of National Capabilities (PDM TENCAP)

LTC Don Bell - Project Manager Tactical Exploitation of National Capabilities (PDM TENCAP)
Mr. Coin Reese - Deputy Project Manager (PDM TENCAP)
Programs
- *QRC's*
- *HIGHLIGHTED PROJECTS*
- *Projects*

Project Management Office - Terrestrial Sensors (PM TS)

Ms. Lareina Adams - Project Manager Terrestrial Sensors (PM TS)
Mr. Jerord Wilson - Deputy Project Manager Terrestrial Sensors (PM TS)
Programs:
Aerostats
- Persistent Surveillance and Dissemination System of Systems (PSDS2)
- Persistent Surveillance System – Tethered (PSS-T) (Large and Medium)
Biometrics

- DoW Automated Biometric Identification System (ABIS)
- Biometrics Enabling Capability (BEC 0)
- Biometrics Enabling Capability (BEC 1)
- Biometrics Automated Toolset – Army (BAT-A)
- Near Real Time Identity Operations (NRTIO)
- Gate Keeper on the Move - Biometrics (GOTM-B)
- Video Identity Collection and Exploitation (VICE)
- Voice Identity Biometrics Exploitation Services (VIBES)

Combat Terrain Information System (CTIS)
- Global Positioning System – Survey (GPS-S)
- Instrument Set, Reconnaissance and Surveying (Common Name: ENFIRE)
- The Automated Integrated Survey Instrument (AISI)

Force Protection Systems (FPS)
- Automated Installation Entry (AIE)
- Base Expeditionary Targeting Surveillance Systems – Combined (BETSS-C)
- Counter Vehicle-Borne Improvised Explosive Device (C-VBIED)
- Entry Control Point (ECP)
- Ground-Based Operational Surveillance System (Expeditionary) (G-BOSS(E))
- Integrated Base Defense-Kitting (IBD-K)
- Integrated Commercial Intrusion Detection System (ICIDS)
- Non-Intrusive Inspection Systems (NIIS)
- Rapid Deployment Integrated Surveillance System (RDISS)
- Security Surveillance System (SSS)

Ground Sensors (GS)
- Boomerang Generation III (BG III)
- Driver's Vision Enhancer (DVE)
- Expendable-Unattended Ground Sensor (E-UGS)
- Husky Mounted Detection System (HMDS)
- Long Range Advanced Scout Surveillance System (LRAS3/FS3)
- Vehicle Optics Sensor System (VOSS)
- Third Generation Forward Looking Infrared (3GEN FLIR)

Integration Directorate

Ms. Christine Moulton - director, integration directorate

Open Architecture and Standards

Nick LeGrand - Open Architecture and Standards Lead

Digital Testing and Engineering

Outreach and Partner Engagements

Modeling and Architecture Engineering

Army: PEO Missiles and Space (PEO MS)

Redstone Arsenal, Alabama

Maj. Gen. Frank J. Lozano - Program Executive Officer Missiles and Space (PEO MS)

COL Guy Yelverton - Deputy for Acquisition and Systems Management Missiles and Space (PEO MS)

Integrated Fires Mission Command (IFMC)

COL Christopher M. Hill Sr. - Program Manager Integrated Fires Mission Command (IFMC)

Provides common integrated fire control across all Army air and missile defense echelon. Develops, tests, acquires, fields, and sustains integrated fires capabilities through weapon and sensor integration and a common mission command system

IFMC provides life cycle management for the following products:

- Integrated Battle Command System (IBCS)
- Legacy PATRIOT Ground Support Equipment (GSE)

Mrs. Faith Duncan - Product Manager for PATRIOT Ground Support Equipment (GSE)

- Air and Missile Defense Planning and Control System (AMDPCS)
- Forward Area Air Defense Command and Control (FAAD C2)
- Rocket, Artillery, Mortar (RAM) Warn
- Remote Interceptor Guidance - 360 degrees (RIG-360)

Short and Intermediate Effectors for Layered Defense Project Office (SHIELD)

COL Andrew Lunoff - Program Manager Short & Intermediate Effectors for Layered Defense Project Office (SHIELD)

Part of theLow, Slow, Small Unmanned Aircraft System Integrated Defeat System (LIDS).the Army's centralized solutions manager to detect and defeat Cruise Missiles (CM), Unmanned Aircraft Systems (UAS), Rotary and Fixed Wing Threats, and Rockets, Artillery and Mortars (RAM) for the SHIELD family of missiles, sensors, lasers and launchers, and for the integration of these weapon systems within a Battle Management Command, Control, Communications, Computers and Intelligence (BMC4I) framework.

The SHIELD portfolio includes:

· The Maneuver-Short Range Air Defense (M-SHORAD) Product Office
· The Indirect Fire Protection Capability Increment 2 (IFPC Inc 2) Product Office
· The Lower Tier Interceptors and Launchers Product Office
· The Land-based Phalanx Weapon System (LPWS) Product Office

Search Track, Acquire, Radiate, Eliminate (STARE)

COL Jonathan A. Bodenhamer - Program Manager Search Track Acquire Radiate and Eliminate (STARE)

Manages Army air defense artillery and field artillery sensors. develop, test, acquire, field and sustains radar and sensor technologies for long-range detection, discrimination, tracking, and destruction of multi-domain threats.

STARE provides life cycle management for the following products:

· Lower Tier Air and Missile Defense Sensor (LTAMDS)
· Multi-Mission Surveillance Systems (M2S2) -- AN/TPQ-53, AN/TPQ-50, AN/TPQ-36/37 radars
· Sentinel
· Army Long-Range Persistent Surveillance (ALPS)
· Range Radar Replacement Program (RRRP)

Strategic and Operational Rockets and Missiles (STORM)

Ronald Holliday - Program Manager Strategic and Operational Rockets and Missiles (STORM)

Development, testing, acquisition, fielding and sustainment of Artillery launchers and munitions.

STORM provides life cycle management for the following products:

· Multiple Launch Rocket System (M270A1 MLRS)
· High Mobility Artillery Rocket System (M142 HIMARS)
· Army Tactical Missile Systems (ATACMS)
· Guided Multiple Launch Rocket Systems (GMLRS/U/AW2)
· Precision Strike Missile (PrSM)
· Low Cost Reduced Range Practice Rocket (LCRRPR)

Tactical Aviation and Ground Munitions Project Office (TAGM)

Craig Riedel - Program Manager Tactical Aviation and Ground Munitions Project Office (TAGM)

Develops, fields, and sustains air and ground launched weapon systems:
· HELLFIRE Missile System (ACAT IC)
· Joint Air-to-Ground Missile (JAGM) System (ACAT IC)
LTC James Lawson – product manager Aviation Rockets & Small Guided Munition Systems (ACAT IC)
MAJ Lacey Losole – deputy product manager
· *Tube-Launched, Optically-Tracked, Wireless-Guided Missile (TOW) (ACAT IC)*
· *Assigned Rapid Capabilities and Enabling Products (e.g. Launchers, Test Sets)*
· *Improved Target Acquisition Systems (ITAS) (ACAT III)*
· *Javelin Weapon System (ACAT IC)*
· *Lethal Miniature Aerial Missile System (LMAMS)*
· *Other Rapid Capability Systems*

Integrated Fires Rapid Capabilities Office (IFRCO)
Jeannie Sommer - Senior Leader Integrated Fires Rapid Capabilities Office (IFRCO)
Delivers integrated fires capability to the Army and joint warfighting community.

Mid-Range Capability (MRC)
COL Pat Farrell Project Manager, Mid-Range Capability Army Rapid Capability & Task Force STRIKE

Army: PEO Soldier

Fort Belvoir, Virginia
BG Troy M. Denomy - Program Executive Officer, Soldier
Andrew T. Clements - Deputy Program Executive Officer, Soldier
Gary Keller, Assistant PEO for Futures and Integration, Solider
Sgt Major Daniel S. Rose - PEO Soldier Sergeant Major, Soldier

Purpose Built Attritable System (PBAS)

Soldier Survivability (PM SSV)
Product Manager Soldier Clothing & Individual Equipment (PdM SCIE)
Programs include:
- Army Combat Boot (Temperate Weather)
- Army Combat Uniform (ACU)
- Ghillie Suit Accessory Kit (GSAK) Upgrade

Product Manager Soldier Clothing & Individual Equipment (PdM SCIE)
Army Combat Boot (Temperate Weather)
Army Combat Uniform (ACU)
Ghillie Suit Accessory Kit (GSAK) Upgrade
Product Manager Soldier Protective Equipment (PdM SPE)
Programs include:
- Advanced Bomb Suit (ABS)
- Military Combat Eye Protection (MCEP), Spectacles
- Pelvic Protection System (PPS)

Product Manager Air Warrior (PdM AW)
Programs include:
- Air Soldier System (AirSS)

Soldier Lethality (PM SL)

COL Jason Bohannon - Project Manager
Develops, produces and fields current and future weapons systems, as well as associated target acquisition/fire control products.
Crew Served Weapons (PdD CSW)
Programs include:
- Lightweight M3A1 Multi-role Anti-armor Anti-personnel Weapon System (MAAWS)
- M153/A1/A2 Common Remotely Operated Weapon Station (CROWS)
- M240B/L/H 7.62mm Medium Machine Gun
- View More

Soldier Weapons (PdM SW)
LTC Bryan Kelso - Product Manager, Soldier Weapons
Programs include:
- XM7 Next Generation Squad Weapon - Rifle
- XM250 Next Generation Squad Weapon – Automatic Rifle
- MK22 Precision Sniper Rifle (PSR)
- View More

Small Arms Fire Control (PdM SAFC)
LTC Erick Taylor - Product Manager Small Arms Fire Control (PdM SAFC)
Programs include:
- XM157 Next Generation Squad Weapons – Fire Control
- Family of Weapon Sights Individual (FWS-I)
- Family of Weapon Sights Sniper (FWS-S)
- STORM Micro-Laser Range Finders (PSQ Series)

Soldier Warrior (SWAR)

COL Toby Birdsell -Project Manager
delivers and sustains innovative warfighting solutions that detects, identify and provide persistent insights to enable maneuver and lethal effects on enemy forces.
LTC Mark May - Product Manager (Soldier Borne Mission Command - SBMC (was the Integrated Visual Augmentation System (PdM IVAS)
IVAS integrates Heads-Up Display (HUD),Squad Radio and Tactical Cloud Package (TCP)
Programs include:
- Integrated Visual Augmentation System

Product Manager Soldier Precision Targeting Devices (PdM SPTD)
Programs include:
- Joint Effects Targeting System (JETS)

Soldier Maneuver Sensors (PdM SMS)
LTC Alan Chartier –Product Manager
Programs include:
- Enhanced Night Vision Goggle – Binocular (ENVG-B)
- Nett Warrior
- Soldier Borne Sensor (SBS)

Soldier Medical Devices (PM SMD)

COL Mara Kreishman-Deitrick - Project Manager
Develops, delivers, and sustains deployable medical capabilities. SMD exists to advance medical acquisition project management, as well as provide technical expertise up, down, and across the U.S. Army medical acquisition domain.
Product Manager Solider Hospitalization (PdM HOSP)
LTC Dana Bal - Product Manager, Hospitalization
LTC Felicia Williams, Assistant Manager, Hospitalization
Programs include:

- Forward Resuscitative and Surgical Detachment
- Cutter Aspirator Virectomy
- Cranitome Set
- View More

Product Manager Treatment and Evacuation (PdM T&E)
Ensures MEDEVAC has the proper equipment to perform lifesaving treatment, sick call services, stabilization, patient evacuation, and dental treatment to maximize return to duty.
Programs include:

- Medical Equipment Set Physical Therapy
- Portable Automatic Enhanced Resuscitator
- Tactical Combat Medical Care
- View More

Health, Prevention, and Logistics (PL HPL)
Mr. Dana Love- Product Lead
Programs include:

- Physical Therapy H2F
- Occupational Therapy H2F
- Registered Dietician Therapy H2F
- View More

Note: As of August 2025 the Army is considering eliminating this PEO

Army: PEO Simulation Training and Instrumentation (PEO STRI)

Orlando, Florida
BG Christine A. Beeler - PEO Simulation Training and Instrumentation (PEO STRI)
James Lee, III SES - Deputy PEO Simulation Training and Instrumentation (PEO STRI)
Dr. Jeremy Lanman - asst PEO/Chief of Staff
Marwane Bahbaz - chief technology officer (CTO)
Brian Kemper - chief engineer for Project Lead Enterprise Transformation and Integration (PL ETI)
Develop, deliver and sustain testing, training and information operations capabilities to enhance readiness Industry Contact 407-384-3773

Project Manager - Synthetic Environment (PM SE)

John Gillette - project manager for the Project Manager Synthetic Environment (PM SE)
Scott Pulford -deputy project manager

Provides integrated modeling and simulation capabilities. Converges virtual, constructive and gaming products into one organization. Enables tough, realistic training through the replication of the uncertainty, stress and complexity found in today's operational environment.
Phone: 407-384-3601
PM SE product offices:
- *One World Terrain (OWT)*
Integrated Visual Augmentation System (IVAS)
Squad Immersive Virtual Trainer (SiVT)
One World Terrain (OWT)
Synthetic Environment Core (SE Core)
- *Common Synthetic Environment (CSE)*
Live Virtual Constructive-Integrating Architecture (LVC-IA)
Training Simulation and Management Tool (TSMT)
Games for Training (GFT)
- *Medical Simulation (MedSim:)*
MSTC
- *Constructive Simulation Support (CSS:)*
BCTC-ES, JLCCTC, OneSAF
- *Digital Integration Lab*

Project Manager – Training Devices (PM TRADE)

Elizabeth (Liz) Bledsoe - project manager Training Devices (PM TRADE)
Marko Nikituk - program officer (PM TRADE)
Provides instrumented live training systems and virtual simulation.Phone**:** 407-384-5201
PM Trade has four product offices:
Digital Range Training System (DRTS)
PdM LTS:
Digital Range Training System (DRTS)
Embedded Training
Future Army System of Integrated Training FASIT
Instrumentable-Multiple Integrated Laser Engagement System I-MILES
Instrumentable-Multiple Integrated Laser Engagement System Combat Vehicle Tactical Engagement Simulation System I-MILES CVTESS
I-MILES IWS 2, I-MILES TVS, I-MILES VTESS, OA2SBC, OSV, OSWV, TIADS TASS
PdM CTIS
CTC-IS, JPMRC-IS, HITS
PM VTS
CBID III, Abrams ED/TT MTS, AVCATT, BEMT-II, C-RAM, CCTT, CDT VPL, CEVT, FMT, GTS, HCT, HIMARS/MLR MTS, MITS, RVCT, S/SVT, SAM-T, Stinger IMTS, Stryker MTS Phase V , VCTS, WTCS
-PD FTS
Common training Instrumentation Architecture CTIA
TReX, STE LTE
Stephen McFarlane - Product Manager Tactical Training Systems (Pdm TTS)
Elizabeth Tygart - PM TRASYS PdM for Synthetic Training Systems (STS).

Project Manager - Cyber, Test and Training (PM CT2)

COL Natashia L. Coleman, Project Manager Cyber Test and Training (PM CT2)
Kyle Platt – Deputy project manager
Provides advanced cyber, test & training capabilities to the Army, other DoW Services and Allied Nations. Phone: 407-384-5252

LTC Zachary P. Yoklic - Product Manager Forces Training Systems (PdM FTS)
PM CRW has four product offices:
- PdM CRT
PCTE, NCRC
- PdM STS
IEWTPT, SMS, SOF Avn, SOF Ground, SOF JTAC
- TSMO
ADA TARGETS, AERIAL TARGETS, JPARC, SURFACE TARGETS, TSOMIS, VIRTUAL TARGETS
- IMO: AEM, ARTIS, ASTC, AVDT, DET, E3, EWT, FBRU, ILTE, MHELM, NETCM, R/UAS, SCETI, TNM, TSM, WIAMan

Project Lead TADSS Support Operations (PL TSO)
Maintain training systems (e.g. Abrams, Bradley, and Apache) and selected training services world-wide.
Phone: 407-384-3691
PL TSO has two offices
- PL TSO PdL
PdL Crew, PdL CTC&R, PdL Live, PdL MCCT, PdL TKTS
- PL TSO Contracts
ACT, ARCENT, ATMP, FS XXI, TRIOSS

Project Lead International Programs Office (PL IPO)
Provide training systems, training and sustainment to partner nations
Phone: 407-384-3515

Army: PEO Joint Chemical, Biological, Radiological and Nuclear Defense (JPEO-CBRND)

Aberdeen Proving Ground, Maryland

Mr. Darryl J. Colvin - PEO JPEO-CBRND
Nicole Kilgore - Deputy PEO JPEO-CBRND
Gordon Graham - Chief of Staff JPEO-CBRND
BG W M. Bochat - Commanding General 20th Chemical, Biological, Radiological, Nuclear, Explosives Command

Wyatt Ulrich - Director for Acquisition & Systems Management, Joint Chemical, Biological, Radiological and Nuclear Defense (JPEO-CBRND)
Ed Lawson - Senior Strategist For Joint Warfighting Concept – Integrated, Joint Chemical, Biological, Radiological and Nuclear Defense (JPEO-CBRND)

Manages chemical, biological, radiological, and nuclear (CBRN) defense equipment.
Four Joint Project Management (JPM) Offices:
CBRN Protection, CBRN Medical, and CBRN Sensors, and CBRN Special Operations Forces.
Two Joint Project Leads (JPL) focus on CBRN Defense Enabling Biotechnologies and CBRN Integration.
The JPLs provide portfolio-wide enabling support across the JPEO-CBRND.

Chemical, Biological, Radiological and Nuclear Protection (JPM CBRN Protection)
Steven Batts - Joint Project Manager for CBRN Protection
Stacey Shepherd - Joint Deputy Project Manager for Chemical, Biological, Radiological and Nuclear Protection (JPM CBRN Protection)

(703) 617-2465, Chief of Staff – (703) 617-2427

Chemical, Biological, Radiological, and Nuclear Medical (JPM CBRN Medical)

COLl Matthew Clark - Joint Project Manager for CBRN Medical
Jeff Zerhusen - Joint Deputy Project Manager for CBRN Medical
Elizabeth (Liz) Smith - program officer Chemical Biological Defense Medical team

Chemical, Biological, Radiological and Nuclear (CBRN) Sensors

Timothy Tharp - Joint Project Manager (JPM) for CBRN Sensors
Clay Williamson - Joint Deputy Project Manager (JPM) for CBRN Sensors

Chemical, Biological, Radiological and Nuclear Special Operations Forces (JPM CBRN SOF)

Lindsay Longobardi - Joint Project Manager for CBRN Special Operations Forces
Karen Burke - Joint Deputy Project Manager for CBRN Special Operations Forces

Chemical, Bio, Radiological and Nuclear Defense Enabling Biotechnologies (JPL CBRND EB)

Bruce Goodwin - Joint Project Lead (JPL) for the Chemical, Biological, Radiological and Nuclear Defense Enabling Biotechnologies (JPL CBRND EB)

Chemical, Biological, Radiological, Nuclear Integration (JPL CBRN Integration)

Paul Gietka - Joint Project Lead for Chemical, Biological, Radiological, Nuclear Integration (JPL CBRN Integration)
Matt Shoultz - Joint Deputy Project Lead for Chemical, Biological, Radiological, Nuclear Integration (JPL CBRN Integration)
Briana Kenerson - Assistant product manager Joint Product Manager for Chemical Defense Pharmaceuticals

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Army: PEO Rapid Capabilities and Critical Technologies Office (RCCTO)

Redstone Arsenal, Alabama
LTG Robert A. Rasch – Director, RCCTO Hypersonics, Directed Energy, Space and Rapid Acquisition
Warren O'Donell – Deputy Director Rapid Capabilities and Critical Technologies Office

Directed Energy Maneuver-Short Range Air Defense (DE M-SHORAD)
Indirect Fire Protection Capability – High Energy Laser (IFPC-HEL)
Indirect Fire Protection Capability – High Power Microwave (IFPC-HPM)
Long-Range Hypersonic Weapon (LRHW)
Christopher Blackwell - product manager Mid- Range Capability

Advanced Concepts and Critical Technologies (ACCT)

Robert Monto, Jr. – Director, Advanced Concepts and Critical Technologies

Counter-Small Unmanned Aircraft Systems (C-UAS)

COL Michael Parent - Director RCCTO Counter S-UAS/Chief JCO Acquisition & Resource Division, Advanced Concepts and Critical Technologies

Cyber, Electronic Warfare, and Information Dominance (CEID)

Julian Williams – Director, Cyber, Electronic Warfare, and Information Dominance

Directed Energy Project Office (DEPO)

Adam Aberle - Director Directed Energy Project Office

Rapid Acquisition Prototyping Project Office (RAPPO)

Michael “Mike” Foster - Director Rapid Acquisition Prototyping Project Office

Guam Defense System Joint Program Office (GDS)

LTC Raaen Stewart - Director Joint Program Guam Defense System
Corey Berg - Deputy Director Defense of Guam Program

Multi-Domain Artillery Cannon System (MDACS)

MAJ Stephen F. Kirouac – Director Multi-Domain Artillery Cannon System

Army Hypersonic Project Office

James "Chris" Mills - Acting Director Hypersonic Project Office

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Army: PEO Assembled Chemical Weapons Alternatives (PEO ACWA)

Aberdeen Proving Ground, Maryland

Ms. Tamika D. Atkins - Acting PEO Assembled Chemical Weapons Alternatives (PEO ACWA)
Troy M. Workman - Deputy PEO Assembled Chemical Weapons Alternatives
Timothy K. Garrett - Director Field Operations
Shannon L. Pendergrass - Site Project Manager Blue Grass Chemical Destruction Pilot Plant
Joe Corcio - Project Manager, Bechtel Parsons Bluegrass
COL Samuel W. Morgan III - Commander, Blue Grass Army Depot
LTC David A. Dellerman -Commander, Blue Grass Chemical Activity

Blue Grass Chemical Agent-Destruction Pilot Plant (BGCAPP) - closed
Pueblo Chemical Agent-Destruction Pilot Plant - closing

Army: Transformation and Training Command

Lt. Gen. David Hodne - nominated to lead the Transformation and Training Command
The Transformation and Training Command command will merge the Training and Doctrine Command and the Army Future Command by the end of 2026.

Army: Training and Doctrine Command (TRADOC) - Merging with AFC

Training and Doctrine Command TRADOC will inactivate on Sept. 26 2025

Gen Gary Brito - Commanding General
LTG David J. Francis - Deputy Commanding General
MG John M. Cushing - Chief of Staff
Michael D. Formica - Executive Deputy To The Commanding General
MG Stephanie Purgerson -Deputy Commanding General — Army National Guard for TRADOC

Army Intelligence Center of Excellence
MG Richard T. Appelhans - Commandant

Army Futures Command (AFC) - Merging with TRADOC

General James E. Rainey - Commanding General
LTG Miles Brown - Deputy Commanding General
Mr. Joseph D. Welch, SES - Deputy to the Commanding General
MG John M. Cushing - Chief of Staff
MG David Hall - Deputy Commanding General, Army National Guard
CW5 Edwin De La Cruz Jr- Command Chief Warrant Officer 5

Beth Scherr - Director, Office of Small Business Programs at Army Futures Command
BG Ronnie D. Anderson, Jr. - Director Contested Logistics Cross Functional Team

BG Phillip C. Baker - Director Future of Vertical Lift Cross Functional Team
Brandon Jay -autonomy and unmanned integration officer

Army Combat Capabilities Development Command DEVCOM

BG Robert G. Born - Commanding General, Combat Capabilities Development Command
Dr. Eric L. Moore - Deputy to the Commanding General DEVCOM
BG George "Chris" Hackler - Deputy Commanding General, DEVCOM, principal military advisor
Mr. Jeff Thomas - Director for Science and Technology (S&T) Integration, DEVCOM
Ms. Kim Gietka - Chief Operating Officer
Adam Seiple - deputy director Science and Technology integration

Devcom Centers And Lab

DEVCOM Armaments Center
Army's researcher, developer and sustainer of current and future armament and munitions systems.
Chris J. Grassano - Director
COL Kevin P. Shilley - Military Deputy to the Director
Cynthia Perazzo - Executive Director, Enterprise and Systems Integration Center
Tony Sebasto - Executive Director, Munitions Engineering Technical Center
Bhavanjot Singh - Acting Executive Director, Weapons and Software Engineering Center
Don Carlucci - Senior Research Scientist for Computational Structural Modeling
Anne Carlucci - Senior Research Scientist for Warhead Technologies
Jason Cook - Chief of Staff
Amir Morcos -Chief, Strategic Technology Investment Office

DEVCOM Aviation & Missile Center
Research, exploratory and advanced development, support for aviation and missile weapons systems.
Dr. James Kirsch -Director
Mr. Ross Armstrong - Director, Systems Readiness Directorate (A)
Ms. Christi Dolbeer - Director, Technology Development Directorate
LTC Christopher W. Sanders - Military Deputy
Dr. Stephanie Reitmeier - Director, Software, Simulation, Systems Engineering and Integration Directorate
Mr. Steve Fisher - Chief of Staff
Dr. Mahendra J. Bhagwat - Senior Research Scientist (ST) for Airvehicle Aerodynamics and Prelim Design
Seth E. Farrington - Chief Data & Analytics Officer (CDAO)

DEVCOM Command, Control, Comms, Computers, Cyber, Intel, Surveillance and Reconnaissance (C5ISR)
Info technologies and integrated systems center for offensive and defensive networked capabilities.
Beth Ferry - Director
Jonathan Keller - deputy director DEVCOM C5ISR Center
Dr. Donald Reago Jr. - Director of the C5ISR Center's Research and Technology Integration Directorate
Mr. Dan Duvak- Acting Director for C5ISR Center's Engineering and Systems Integration Directorate
Ben Rosen - Project Odin's Project Lead
Bill Newmeyer - C5ISR Center, Response Analysis and Data Extraction Branch chief

DEVCOM Chemical Biological Center
Research and development center for non-medical chemical and biological defense.
Mr. Michael Bailey -Director of the DEVCOM Chemical Biological Center
Frederick J. Cox, Ph.D. -Director of Research and Technology
James Watson, Ph.D. - Director of Engineering
Peter Emanuel, Ph.D. - Senior Research Scientist for Bioengineering

Patricia McDaniel, Ph.D. - Senior Research Scientist for Chemistry

DEVCOM Analysis Center

Army's in-house analytical capability for modernization decisions and near-term Warfighter readiness.
Mr. Larry Larimer - Director
Ms. Stephanie Koch- Civilian Deputy
COL Cade Saie - Military Deputy
Mr. Michael Karwatka = Chief Of Staff
Ms. Jaime Howard -Chief Analyst
Dr. Thomas Stadterman - Chief Scientist
Mr. Michael Mccarthy - Division Chief, Artillery, Aviation & Air Defense Analysis
Ms. Isabel Goode - Division Chief, Electronic Warfare Analysis Division
Mr. Daniel Landin -Division Chief, Cyber Experimentation & Analysis
Dr. Thomas Davis - Division Chief, Human Systems Integration
Ms. Nora Eldredge - Division Chief, Soldier & Ground Analysis
Mr. Stephen Kratzmeier -Division Chief, Sustainment Analysis
Mr. Andrew Barnett - Acting Division Chief, Warfighter & Future Integration
Mr. Bryan Paris - Director, Joint Technical Coordinating Group For Munitions Effectiveness
Mr. Brian Wilder - Chief, Experimentation Office
Norbou Buchler - Chief, Network & Intelligence Systems Branch

DEVCOM Ground Vehicle Systems Center

R&D, integration and lifecycle support for current /future advanced ground combat and tactical vehicles. This center works closely with the NAMC (National Advanced Mobility Consortium which lists open partnering opportunities.
Mr. Michael Cadieux – Director Ground Vehicle Systems Center
Ms. Jennifer Beffrey – Chief of Staff Ground Vehicle Systems Center
Mr. Alfred Grein – Executive Director Research & Technology Integration
Ms. Marta Tomkiw – Executive Director Systems Integration & Engineering
COL Cory Berg – Military Deputy Ground Vehicle Systems Center
Dr. David Gorsich – Chief Scientist Ground Vehicle Systems Center
Philip Frederick - Deputy Chief Scientist/S&T Fellow - Ground Vehicle Systems Center
Dr. Peter Schihl – Sr. Research Scientist Ground Vehicle Systems Center
Dr. Robert Sadowski – Army Chief Roboticist

DEVCOM Soldier Center

Science and engineering for warfighter performance, protection, sustainment and simulation.
Mr. Douglas A. Tamilio — Director Solider Center
Mr. Craig L. Rettie — Director of Research & Technology Integration
Ms. Jaclyn M. Fontecchio — Deputy Director
COL Alexander C. Babington — Military Deputy
Dr. Ramanathan Nagarajan — Sr. Research Scientist – Soldier Nanomaterials
Mr. Richard J. Benney — Director – Soldier Sustainment Directorate
Mr. Matthew T. Clarke — Director – Soldier Effectiveness Directorate
Mr. Michael J Codega — Director – Soldier Protection Directorate
Dr. Robb Wilcox (A) — Chief Research Officer
Ms. Marlene Owens — Chief Technology Officer
Dr. Richard Green — Chief Program Officer

DEVCOM *The Army's Research Laboratory*

Disruptive research leading to scientific discovery and emerging technologies for Army
Dr. Patrick Baker - Director

COL Melissa - Johnson Military Deputy
Ms. Theresa Straut- Chief of Staff (A)
Mr. Joseph Alexander - Deputy Director
Ms. Cynthia Bedell - Director, Army Research Directorate
Dr. Frederick (Rick) - Cox Director (A), Army Research Office
Ms. Teresa Kines - Director (A), Research Business Directorate
Dr. Scott - Schoenfeld -Chief Scientist
Fredrick Fatemi - senior research scientist quantum sciences
John Fossaceca, Ph.D. Division Chief, Science of Intelligent Systems Division ARL
Dr. Arwin DeCostanza - strategic partnerships

Army Application Lab (AAL)

Dr. Casey Perley - Executive Director, Army Application Lab
Clay McVay - Deputy Director, Army Application Lab
Sam Spencer-Pittman - Ventures Capital Lead, Army Applications Lab
Alex Kehler - Small business, non-traditional and startup engagement, Army Applications Lab
Paul Guelle - Director of Operations, Army Application Lab
Zach Harrell - Director of Insights and Analysis, Army Application Lab
Cristina Donoso - Digital Manager at Army Applications Laboratory
Nicholas Rinaldi - Human Performance Portfolio Lead at Army Applications Laboratory
Rickey Royal, PMP - Project Manager for AAL Solutions Innovation Group
Brian Cook - Portfolio Manager Army Applications Laboratory

Futures and Concepts Center

LTG David M. Hodne -Director, Futures And Concepts Center & Afc Deputy Commanding General, Futures
Kimberly Newton - Deputy Director Futures and Concepts Center
BG Kendall J. Clarke - Deputy Director/Chief of Staff Futures and Concepts Center
BG Daniel H. Hibner - Commanding General, United States Army Joint Modernization Command, Futures and Concepts Center
Futures Integration Directorate
David A. Meyer - Director, Futures Integration Directorate
Directorate Of Concepts
COL Michael P. Wagner - Director, Directorate Of Concepts
COL David "Scott" Sentell - Director, Experimentation & G 3/5/7
Aviation Capability Development And Integration Directorate
COL Joshua Ruisanchez - Director Command Aviation Capability Development Integration Directorate
COL Nick Ryan - Director of the Army Capability Manager (ACM) for Unmanned Aircraft
Cyber Capability Development And Integration Directorate
Fires Capability Development Integration Directorate
BG Alric Francis- Director of the Long-Range Precision Fires (LRPF) Cross-Functional Team
Intelligence Capability Development Integration Directorate
Sustainment Capability Development Integration Directorate
Mission Command Capability Development Integration Directorate
Medical Capability Development Integration Directorate
Maneuver Support Capability Development Integration Directorate
Maneuver Capability Development Integration Directorate

Futures Command: Artificial Intelligence Integration Center (AI2C)

Develops data scientists, data engineers and AI cloud technicians for the Army. Delivers AI capabilities through the design, development and deployment of innovative software and systems. Partnership with Carnegie Mellon.

Michael Berriman -Deputy Director, AI2C
Michael A Meneghini - Director, Concept, Experimentation, & Requirements (AI2C)
Lionel Macklin, Jr. - S&T Project Officer (AI2C)
Eric Sturzinger - Robotics and Autonomous Systems (RAS) Portfolio Lead (AI2C)
LTC Joshua Bodenheimer - Strategy & Integration Officer (AI2C)
LTC Richard Dunning - Operations, Plans and Strategy Officer (AI2C)
MAJ Dominic Adams, - requirements development branch chief

Army Software Factory

Innovation program for active duty soldiers, SGT through SFC, CW2 and CW3, and 1LT through MAJ.
Marc Eskew - Chief Data Officer, Army Software Factory
Jeff Day - Chief of Platform, Army Software Factory
Daniel Lyell - Software portfolio manager, Army Software Factory
Curt Arbtin - Software Engineering practice lead, Army Software Factory
Matthew Phillip - Product Management practice lead, Army Software Factory

Low-Code, No-Code Center of Excellence
Hank Payton - Product Director

Security Assistance Group-Ukraine (SAG-U) /NATO Security Assistance and Training for Ukraine

LTG Curtis A. Buzzard - Commander
MG Duane R. Miller - Deputy Commanding General
BG Jason B. Nicholson -Senior Defense Official and Defense Attaché, Ukraine DPO AE

Navy

Navy: Organizational Hierarchy
Navy: Organizational Language
Navy: List of Flag Officers
Navy: Budget Materials

Secretary of the Navy

This administrative side of the Navy is responsible for personnel, education, training, repairs and acquisition.
John Phelan - Secretary of the Navy
Hung Cao - Acting Under Secretary of the Navy
Vice Admiral Michael Boyle - Director, Navy Staff
Brett Seidle (SES) - Under Secretary of the Navy for intelligence and security
Mr. Justin Fanelli - CTO for the Dept of Navy
Ben Kolhman - (nominated) Asst Sec Nav for Manpower and Reserve Affairs

Navy: Rapid Capabilities Office (NRCO)

Consolidates activities previously done by the Maritime Accelerated Response Capability Cell, the Navy Disruptive Capabilities Office and NavalX. As well as the Navy's Replicator initiatives.
VADM Seiko Okano - Director Navy Rapid Capabilities Office
John Phillips – Navy disruptive capabilities office Sprint lead

NavalX
CAPT Joel Uzarski - Director, NavalX
Mr. Scott Bewley - Deputy Director of Business Operations & Acting Principal Deputy Director, NavalX
Mr. Brian Shipley - Director, DoN SBIR/STTR Programs

Navy: PEO Robotic and Autonomous Systems

On Sept 3rd 2025 Secretary of Navy Phelan announced a new PEO office reporting directly to him that will consolidate all of the Navy Robotic and Autonomous Systems efforts and acquistions.

Navy: Chief Information Office (DON CIO)

Mr. M. Barry Tanner - Acting Department of the Navy Chief Information Officer
VADM Karl Thomas - Navy Deputy Chief Information Officer
LTG Melvin "Jerry" Carter - Deputy Marine Corps Chief Information Officer
Stuart Wagner - Department of the Navy Chief Data and AI Officer
Dr. Ciro Lopez - Chief of Staff
Beth Caswell - Acting Chief Digital Innovation Officer
Damien Hofheinz - Chief Information Security Office
Justin Fanelli -Acting Chief Technology Officer

The operational side of the Navy carries out specific missions such as operations and exercises as part of the 11 combatant commands. There are nine Navy component commands, and their commanders carry out operations within the designated area of responsibility. Component commanders have operational

control over one or more of the numbered fleets. Fleets are divided into Task Forces, Task Groups, Task Units. For example; Carrier Strike Group, or Amphibious Ready Group/Marine Expeditionary Unit(ARG/MEU), or a Surface Strike Group(SSG).

Navy Staff

Office of the Chief of Naval Operations

Adm. Daryl Caudle - Chief of Naval Operations (CNO)
Admiral James W. Kilby - Vice Chief of Naval Operations
The Office of the Chief of Naval Operations (OPNAV) is responsible for developing Navy doctrine, guidance, and plans. OPNAV has directorates that make up the Navy staff's structure. Each N code has specific responsibilities and manages various programs and offices within its area.

Add: Navy VADM Jeffrey J. Czerewkofor promoted to the VADM, was assigned as deputy chief of Naval Operations for Personnel, Manpower, and Training, N1, Office of the Chief of Naval Operations and Chief of Naval Personnel

OPNAV N1: Manpower, Personnel, Training, Education (Chief Navy Personnel)

VADM Jeffrey J. Czerewkofor deputy chief of Naval Operations for Personnel, Manpower, and Training,\
N13 Military Personnel Plans and Policy
RADM Jennifer S. Couture -Director, Military Personnel Plans and Policy, N13
N17 Navy Culture and Force Resilience Office
RADM Jay Clark - Director, Navy Culture and Force Resilience Office N17

OPNAV N2/N6: Information Warfare and Director of Naval Intelligence

VADM Karl Thomas - Deputy Chief Information Warfare/Intelligence
RADM Charles M. "Mike" Brown - Director for Operations in the Information Environment
Christopher Ekstrom - Deputy Oceanographer/Navigator of the Navy, Tech Director (N2N6EB)
Adam Porter - Director International Programs and Engagement
William Smith - Section Head, Unmanned Undersea Vehicles
Ms. Sandra Brown - Deputy Director of the Naval Intelligence Activity (DDNIA)
N2/N6I Warfighting Integration
RADM Michael L. Freidberg - Military Deputy "Fight from the MOC", Warfighting Integration
N2/N6T Strategic Integration
RADM Oliver T. "Ollie" Lewis -Director, Strategic Integration, N2/N6T

Office of Naval Intelligence (ONI)

Rear Admiral Mike Brookes, USN - Commander/ Director, National Maritime Intelligence-Integration
Steve Parode - deputy director of Naval Intelligence
Mark Elliott - Deputy Commander
Capt. Joel A. Yates - Chief of Staff
Steve Parode - Deputy Director of Naval Intelligence (DDNI)
Ms. Sandra Brown - Assistant Deputy Director of Naval Intelligence (ADDNI)
Nimitz Warfare Analysis Center
Capt Kevin Barnard - Commanding Officer
Farragut Technical Analysis Center
CAPT Devron L. Eakins, USN - Commanding Officer
Kennedy Maritime Analysis Center
CAPT Mitchell H. Finke, USN - Commanding Officer

Hopper Global Communications Center
CAPT Taylor R. Forester, USN - Commanding Officer
Brooks Center for Maritime Engagement
CAPT James F. Brennan, USN - Commanding Officer

OPNAV N3/N5/N7: Plans, Strategy, and Warfighting Development

VADM Daniel Dwyer - Deputy Chief Plans, Strategy, and Warfighting Development
VADM Yvette M. Davids - Deputy chief of Naval Operations,
RADM Benjamin Nicholson - Asst Deputy Chief Operations, Plans, and Strategy N3/N5B
RADM Marc S. Lederer - Reserve Deputy Chief Plans, Strategy, and Warfighting Development
RADM Cassidy Norman -Director, Joint/Fleet Operations Maritime Operations Center (N3/N5/N7)
N3 Operations and Plans
RADM Daryle D. Cardone -Director, Operations and Plans (N3)
N5 Plans, Policy and Integration
RADM Gavin Duff - Director N5
RADM Benjamin Nicholson - Assistant Deputy Chief N3/N5B
N7 Warfighting Development
VADM Jeffrey Hughes - Deputy Chief Warfighting Development, N7
N72 Warfare Development
RADM Anthony Carullo - Director Warfare Development
RADM Susan BryerJoyner - director Warfighting Integration Directorate

OPNAV N4: Installations and Logistics

VADM *Jeffrey T. Jablon - Deputy Chief* Logistics, Ordnance & Engineering
RADM David E. Ludwa - Reserve Director, Logistics, Ordnance & Engineering (N4)
N4 Logistics Division
RADM Timothy A. Brown -Director, Logistics Division
N41 Fleet Ordnance and Supply
RADM Julie M. Treanor - Director, Fleet Ordnance and Supply (N41)
N4Z Installations and Logistics. Integration Division
Rob Danielson - Chief of Staff, OPNAV N4Z
N43 Fleet Maintenance, Pacific Fleet
RADM Daniel W. Ettlich - Director, Fleet Maintenance, N43
N46 Fleet Installations and Environmental Division
RADM Jorge R. Cuadros - Commander, Fleet Installations and Environmental Division N46

OPNAV N8: Integration of Capabilities and Resources

VADM John B. "Brad" Skillman - Deputy Chief
N80 Programming Division
RADM John Menoni - Director, Programming Division N80
N81 Assessment Division
RADM Douglas W. Sasse, III - Director, Assessment Division, N81
N83 Management Division
RADM Ben Reynolds - Deputy Asst Sec Navy for Budget/Director, Fiscal Management Division

OPNAV N9: Warfare

VADM *James Pitts - Deputy Chief Warfare Systems*
N95 - Expeditionary Warfare
N96 - Surface Warfare

RADM Derek A. Trinque - Director
If you made it so far here's another example of tenacity.
N97 Undersea Warfare Division
RADM Mark Behning - Director, Undersea Warfare Division
CDR Adam Stein - Future Ships and Digital Transformation Branch Head
N98 - Air Warfare
RADM Michael S. Wosje - Director, Air Warfare Division, N98
N9B - Warfighting Requirements and Capabilities
John C. Hootman - Assistant Deputy Chief for Warfighting Requirements and Capabilities
N9I - Integrated Warfare Division
RADM William R. Daly - Director, Warfare Integration, OPNAV N9I
Bradford S. Neff - Deputy Director
N9IZ Robotic Autonomous Systems' group
Harold North - Undersea Domain Lead, Robotic Autonomous Systems
N9W - Digital Warfare Office
Van Hendrey - Director, Digital Warfare Office (OPNAV N9DW)

OWA **Office of Warfighting Advantage**
Rear Admiral Adam "Kujo" Kijek - Director Office of Warfighting Advantage

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Asst Secretary Navy for Research Development and Acquisition (ASN RD&A)

Jason L. Potter - Assistant secretary of the Navy for RD&A development and acquisition RD&A
VADM Seiko Okano - military deputy/advisor to ASN RD&A
Maria Proestou - Deputy Assistant Secretary of the Navy Acquisition Programs and Budget
Patrick George - Senior Advisor

Maritime Industrial Base Program (MIB)

Mr. Matthew Evans - Deputy Program Manager Maritime Industrial Base Program
CAPT Sal Suarez - Deputy Program Manager Maritime Industrial Base Program
Misha Sisto - Chief of Staff Maritime Industrial Base Program
Larissa Smith - Advanced Manufacturing Director, Maritime Industrial Base Program
Mrs. Erica Holloway Logan - Workforce Development Director Maritime Industrial Base Program
Katherine A. Moran - Supply Chain Director, Maritime Industrial Base Program
Matt Sermon - Program Manager, Maritime Industrial Base Program

RD&A is responsible for the development and *acquisition* of Navy and Marine Corps platforms and weapon systems. The organization consists of an immediate staff to the Assistant Secretary, **Program Executive Officers** (PEOs), Direct Reporting Program Managers (DRPMs) and the Naval Systems Commands and their field activities. The Office of Naval Research also reports here.

The Navy has nineteen Program Executive Offices (PEOs).

The PEOs and DRPMs are responsible for the development and acquisition of Naval systems. The Naval Systems Commands and their field activities are also responsible for systems acquisition and supporting those systems in the operating Fleet. The Assistant Secretary represents the Department of the Navy to USD(A&S), USD(R&E) and to Congress on all matters relating to acquisition policy and programs.

ASN RD&A Office of Naval Research (ONR)

RADM Kurt J. Rothenhaus - Chief of Naval Research
BG Simon M. Doran - Vice Chief of Naval Research/ Commanding General, Director Marine Corps Warfighting Laboratory / Futures Directorate
Dr. Thomas Fu - Executive Director
CAPT David Murray - Assistant Chief of Naval Research
COL Russell Rybka - Assistant Vice Chief of Naval Research
Nick Devito- Navy RD&A Legislative Affairs department

RD&A Office of Naval Research (ONR) SBIR

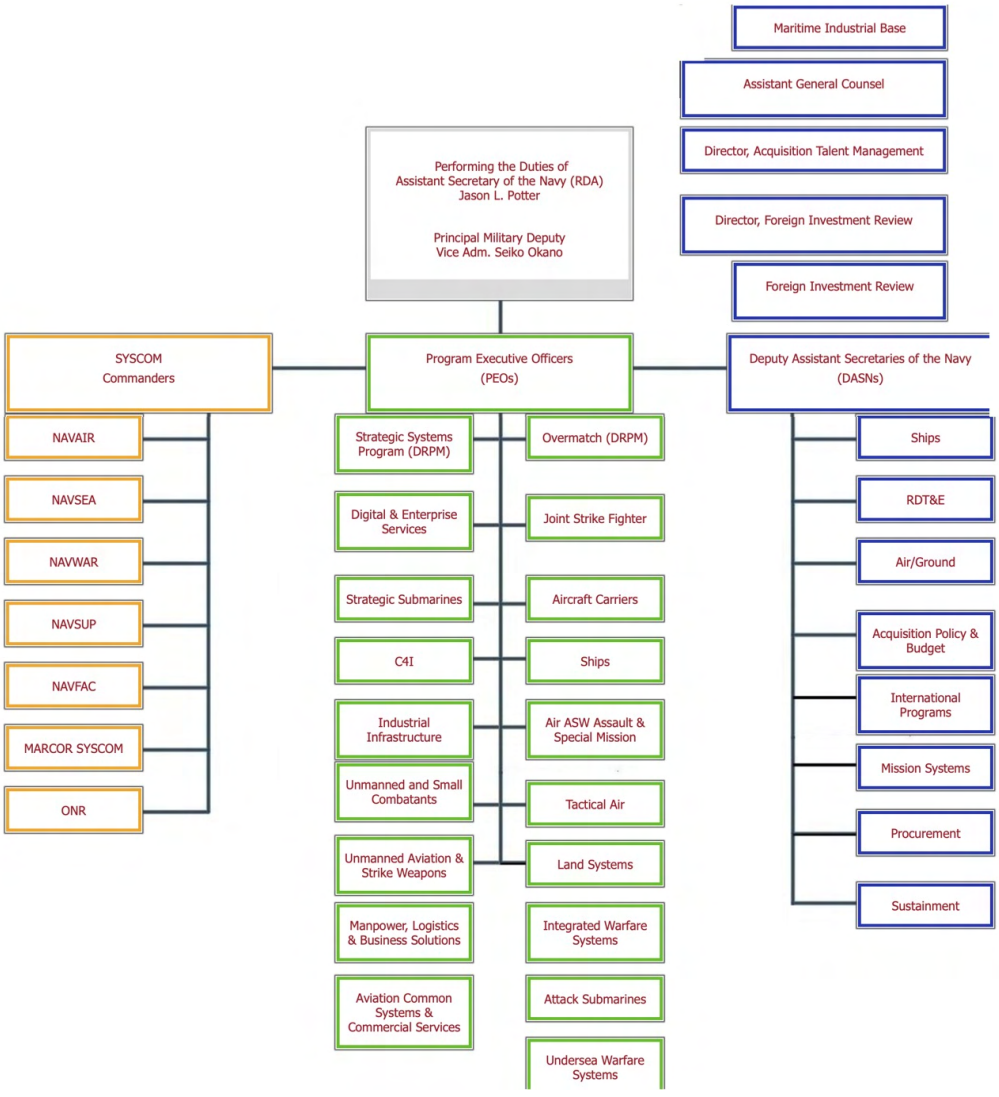
Ellen Simonofff - Small Business Director
Lore-Anne Ponirakis - SBIR Program Manager, ONR E-mail: loreanne.ponirakis@navy.mil
Steven Sullivan - Navy STTR Program Manager, Office of Naval Research
Command, Control, Computing, Communications, Cyber, Intelligence, Surveillance, Reconnaissance and Targeting (C5ISRT)
Dr. Michael A. Pollock - Department Head, (C5ISRT)
Ocean Battlespace Sensing
Dr. Tom Blake - Department Head, Ocean Battlespace Sensing
Sea Warfare and Weapons
Mr. Billy J. Short, Jr., SSTM - Department Head (Acting), Sea Warfare and Weapons
Warfighter Performance
Dr. Patrick A. Mason - Department Head, Warfighter Performance
Naval Air Warfare and Weapons
Dr. Knox T. Millsaps - Department Head, Naval Air Warfare and Weapons
Naval Research Laboratory (NRL)
CAPT Randy C. Cruz - Commanding Officer, Naval Research Laboratory
Dr. Bruce G. Danly - Director of Research, U.S. Naval Research Laboratory
ONR Global
CAPT Michael “Boomer” King - Executive Officer, Office of Naval Research Global
CAPT Eric "Nutt" Hutter - Commanding Officer, Office of Naval Research Global
Dr. Derrick Marcus Tepaske - Technical Director, Office of Naval Research Global

RD&A Office Navy International Programs

RADM Raymond P. Owens - Deputy Assistant Secretary Of The Navy (International Programs)
William Carty, SES – executive director.
Bill Gay – strategic engagements and Maritime program integration.
Michael Farmer – global security cooperation
Mario Miranda, SES – technology transfer and international agreements
Gregory Biagi - Security cooperation, data

The administrative side of the Navy has three types of commands:

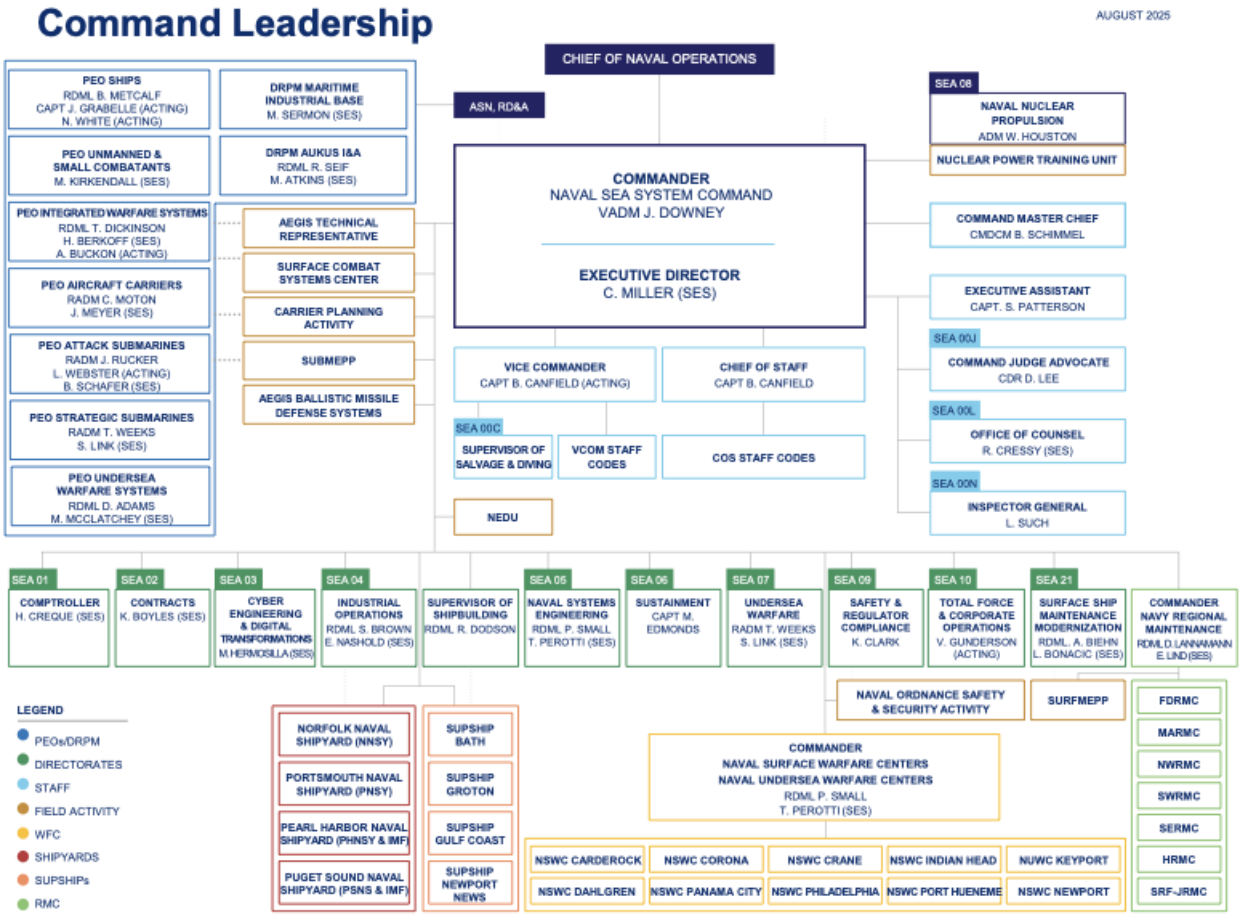
- *Shore Commands*: are on-shore installations and facilities that support the fleets' operating forces (ships, subs, etc.) with repairs, fuel, ammunition, training and medical help
- *System Commands*: oversee the technical requirements of the Navy: NAVSEA, NAVAIR, NAVWAR, NAVSUP, and NAVFAC
- Type Commands (TYCOMs): Manage a type of weapons: surface ships, aircraft, submarines, special warfare, expeditionary combat, sealift.



Naval Sea Systems Command NAVSEA

VADM James P. Downey - Commander, Naval Sea Systems Command
Christopher Miller - Executive Director
CAPT Burt J. Canfield - Chief of Staff, Naval Sea Systems Command
RADM Huan Nguyen - Deputy Commander for Cyber Engineering, NAVSEA

NAVSEA has eight Program Executive Offices (PEOs) responsible for life-cycle management of their programs. PEOs report to the NAVSEA commander for planning and execution of in-service support, and to the Assistant Secretary of the Navy for Research, Development and Acquisition for acquisition matters



NAVSEA: PEO Aircraft Carriers (PEO Carriers)

RDML Casey Moton - Program Executive Officer, Aircraft Carriers (PEO Carriers) (202) 781-2949
Justin T. Meyer - Executive Director, Program Executive Office, Aircraft Carriers (202) 781-2951
Provides the Navy with design, construction and delivery, and life-cycle support of all aircraft carriers and the integration of systems into aircraft carriers.

Aircraft Carrier Programs:

PMS 378: CVN 78 Class Program
CAPT Mark E. Johnson - Program Manager (202) 781-3969
Nick Baumgardner – Deputy Program Manager

PMS 312: In-Service Aircraft Carrier Program
CAPT Mark Johnson - Program Manager Point of Contact: (202) 781-3208

PMS 379: CVN 79/80 Program
???- PMS 379 CVN 79/80 Program Manager (202) 781-4903

PMS 368: Aircraft Carrier Inactivation and Disposal Program
Carrier Planning Activity
Point of contact: 757 967-2600

NAVSEA: PEO Integrated Warfare Systems (PEO IWS)

RADM Tom Dickinson - Program Executive Officer
Howard Berkof (SES) - Director, Production, Deployment, & Fleet Readiness Program Executive Office
Andy Buckon - Deputy Executive
Ryan Moore? -Deputy Program Executive Officer

Tu Van Hendrey - Executive Director, Integrated Warfare Systems
Brian Langley - Baseline Manager, Integrated Warfare Systems
Jim Juster - Chief Technology Officer, PEO IWS
CMDR Richard Jimenez - Principal Assistant Program Manager-Fleet Introduction Director, PEO IWS
Provides the Navy with design, construction, and delivery of combat systems for surface ships. Largest PEO in the Navy.
PEO (IWS) comprises five integrated combat systems major program offices, and seven product major program offices:

NAVSEA: PEO IWS - Product Line Major Program Managers (MPMS)

PEO IWS 2.0 - Above Water Sensors and Lasers
Kathleen Sutherland - Program Executive Officer IWS 2.0 Deputy, Above Water Sensors & Lasers
Develops, procures and sustains radars, electronic warfare systems, electro-optic / infrared sensors, offboard decoys and directed energy systems.
Responsible for
AN/SPY-6 - active electronically scanned array 3D radar
AN/SPQ-9B - an X-Band, pulse Doppler, frequency agile radar
AN/SLQ-32 - shipboard electronic warfare suite
NGSSR – Next Generation Surface Search Radar
SEWIP – Surface Electronic Warfare Improvement Program
AOEW - Advanced Off-Board Electronic Warfare
Nulka - rocket-propelled, disposable, offboard, active decoy designed to lure anti-ship missiles
HELIOS - High Energy Laser with Integrated Optical-dazzler and Surveillance
ODIN - Optical Dazzling Interdictor, Navy

PEO IWS 3.0 - Surface Ship Weapons
CAPT *Thomas Seigenthaler - Program Executive Officer IWS 3.0, Surface Ship Weapons*
John Park - Program Manager, Naval Gun Weapon Systems & Ammunition (PEO IWS 3.0)
Designs, produces, fields and maintains naval surface weapons systems. Responsible for weapons and launchers such as OTH-WS, SM-2, SM-6, VLS, Mk 110, and Gun Ammo.

PEO IWS 5.0 - Undersea Systems
CAPT *Leroy Mitchell - Program Executive Officer IWS 5.0 Undersea Systems*
Responsible for acquisition and life cycle support of all submarine, surface ship undersea sensors, and command & weapons control systems that deliver capability across multiple PEOs.
Programs:
AN/SQQ-89 Undersea Warfare Combat System anti-submarine warfare (ASW) system

SVTT MK-32 - two-barrel torpedo launcher
USWDSS
UQN-4A/10 - next-generation fathometer
WQC-2A/6 - single sideband, general-purpose voice and CW communication set
SRQ-4 - high-bandwidth (Ku) communications link
NAUTIC

PEO IWS 6.0 - Command and Control

CAPT *Tim King - Program Executive Officer IWS 6.0, Command & Control*
Develops, delivers, and sustains continuous and superior sensor netting, track management, and precision navigation to the Navy and Marine Corps Team.
Responsible for:
Cooperative Engagement Capability (CEC) and CEC Block 3
real time sensor fusing and netting
MIPS
AN/BSN-2- Digital Depth Detector (DDD)
AN/WSN-8/8A - Digital Electromagnetic Log (DEML)
AN/WSN-9 - Digital Hybrid Speed Log (DHYSL)
AN/WSN-7B RLG
Scalable ECDIS-N

NAVSEA: PEO IWS - Integrated Combat Systems (ICS) Major Program Manager

IWS 1.0: AEGIS Program

CAPT *Jill Cesari – Program Executive Officer IWS 1.0, Aegis Integrated Combat Systems*
CAPT *John Bowman - Program Executive Officer IWS 1F, Aegis Fleet Readiness*
Matt Selwyn - Assistant Program Manager for Integrated Training Systems IWS 1
Programs
AEGIS Combat System Cruiser and Destroyer modifications
AEGIS Ashore
USCG Common Combat Systems and Navy-Type, Navy Owned Equipment
SPA-25 Radar System
SPQ-14/15 - Data Distribution System

IWS 1F AEGIS Fleet Readiness

All matters related to AEGIS modernization and baseline upgrades within the fleet.

IWS 4.0: International Programs & Foreign Military Sales (FMS) Program

CAPT *Jason Patterson - Program Executive Officer IWS 4.0 International Programs*
Cristin Clague - Deputy Major Program Manager
Jan Grube - Director, International Engagement at PEO IWS 4.0
Procures and supports integrated combat systems and combat system elements for our international partners. Coordinates International initiatives and technology transfer policies.

PEO IWS 80 - Atalanta Integrated Combat Systems

Elizabeth Major - Program Executive Officer IWS 80 Deputy, Atalanta Combat Systems
CAPT Andrew J. Hoffman – Atalanta Integrated Combat Systems program officer
Develops, certifies, tests, and manages the Combat Management Systems for FREEDOM and INDEPENDENCE variant LCS and SSDS platforms. Developing the Lethality and Survivability upgrade for LCS, the Integrated Combat System for Unmanned Surface Vessels, and Navy/Marine Corps C2 Afloat systems. Fleet Liaison for LCS, CVN, LHA/D, LPD, LSD platforms and responsible for all matters related to in-service readiness, sustainment, and improving capability and maintenance within the Fleet.

IWS 9.0: DDG1-1000 Integrated Combat System Program

CAPT Timothy Shanley - Program Executive Officer IWS 9 Zumwalt Combat System
Procures, Integrates, Tests, and Deploys the Total Ship Computing Environment and Integrated Combat System on DDG1000 Class Ships.DDG-1000, LCS, USCG, PC

IWS 11.0: Terminal Defense Systems Program

CAPT Sarah Rice - Program Executive Officer IWS 11 Terminal Defense Systems
Provides optimal Inner Layer Defense against the most stressing current and evolving Anti-Ship Cruise Missile (ASCM) threats. Responsible for systems such as RAM GML, SeaRAM, CIWS, RAM BLK 1, and RAM BLK 2.

IWS 12.0: NATO Seasparrow Program

CAPT *John Bowman - Program Executive Officer IWS 12, NATO Seasparrow*
Delivers ship-defense capabilities to warfighters and provides economic and military benefits to Consortium Nations. Responsible for systems such as ESSM BLK 1, ESSM BLK 2, and RIM-7/MK57 NSSMS.

IWS X, Integrated Combat Systems

CAPT *Brian Phillips - Program Executive Officer IWS X, Integrated Combat Systems*
Jason Hunter - technical leader in Navy's new Integrated Combat System (ICS) in IWS X.

Gerald (Jerry) Bodmer - Program Director

NAVSEA: PEO Ships (PEO Ships)

Provides the Navy with acquisition and complete life-cycle support for all *non-nuclear surface* ships.

RADM Brian Metcalf - Program Executive Officer PEO Ships
CAPT *Jason Grabelle - (Acting) Executive Director Amphibious, Auxiliary, and Sealift ShipsCapt*
Mr. Neal White - Executive Director for Combatants (Acting)
Tom Rivers - Executive Director, Amphibious, Auxiliary and Sealift
Cord Luby - Chief of Staff
CMDCM James Timmerman - Command Master Chief
Carolyn Liebeck - Director of Corporate Operations

Surface Ship Maintenance and Modernization and Sustainment

RADM Andrew M. Biehn - Director
Ms. Lisa Bonacic-Doric - Executive Director
CAPT Todd E. Hutchison - Chief of Staff, Surface Ship Maintenance, Modernization

Eric K. Lind - Executive Director, Navy Regional Maintenance Center
Richard "Rick" F. Wicker III - Chief of Staff, Navy Regional Maintenance Center and Surface Ship Maintenance and Modernization
CMDCM Demetric M. Hairston, USN -Command Master Chief, Surface Warfare/Aviation Warfare
Matthew Sermon - Executive Director, Amphibious, Auxiliary and Sealift Office PEO Ships
Responsible for the LPD 17 Program (PMS 317), the Amphibious Warfare Program (PMS 377), the Strategic and Theater Sealift Program (PMS 385), and the Support Ships, Boats and Craft Program (PMS 325).

PMS 300: Navy and Foreign Military Sales (FMS) Boats and Craft

Cliff Mitchell – Deputy Program Manager PMS 300

PMS 317: Amphibious Assault & Connectors Program LPD 17 Program

CAPT Jason Gabrelle – Program Manager Amphibious Assault & Connectors Program PMS 317

Angela Bonner – Deputy Program Manager Amphibious Assault & Connectors Program PMS 317
Programs include:
Landing Craft Air Cushion Service Life Extension Program (LCAC SLEP)
Landing Craft Utility (LCU)
Ship to Shore Connector (SSC)

PMS 347: Medium Landing Ship (LSM)

COL Ray Feltham -Program Manager

PMS 325: Support Ships, Boats and Craft Program

Jill J. Boward - Executive Director, Combatants Program Executive Office, PEO Ships
Responsible for the DDG 51 program (PMS 400D), the DDG 1000 program (PMS 500), the DDG(X) program (PMS 460), the Government Equipment Management (GEM) office.
Jay A. Young - Program Manager Arleigh Burke Class Guided Missile Destroyer Program (PMS 400D)
Programs include:
Auxiliary Ships: T-AO 205
Integrated Undersea Surveillance Systems: T-AGOS(X), T-ARC(X)
Special Mission Ships: NOAA NAV, T-AGS 67, T-AGS(X), T-ATS
Next Generation Logistics Ships (NGLS)

PMS 400D: Arleigh Burke Class Destroyer DDG 51 program

CAPT Seth Miller, DDG 51 Class program manager
Program includes:
Arleigh Burke Class Destroyer (DDG 51)

PMS 460: Guided Missile Destroyer (DDG (X)) Program Office

CAPT David Hart - Guided Missile Destroyer (DDG (X)) Program Office PMS 460
Program include:
Guided Missile Destroyer (DDG(X))

PMS 500: Zumwalt Class Destroyer DDG 1000 program

CAPT Clinton T. Lawler – program manager Zumwalt Class Destroyer DDG 1000 program PMS 500
Program includes:
Zumwalt Class Destroyer (DDG 1000)

PMS 373: Polar Security Cutter

CAPT Timothy Barreiro - Program Manager for the Polar Security Cutter Program (PMS 373)
The Polar Security Cutters (PSC) are designed to enhance the Coast Guard's ability to operate in the Arctic and Antarctic
Program includes:
Polar Security Cutter

PMS 377: Amphibious Warfare Program

CAPT Matthew L. Tardy – Program Manager Amphibious Warfare Program PMS 377
Programs include:
Amphibious Assault Direction System (AADS)
Amphibious Assault Ship (LHA)
Amphibious Transport Dock (LPD)

PMS 385: Strategic and Theater Sealift Program

Tim Roberts –Program Manager Strategic and Theater Sealift Program PMS 385
Jon Thomas – Deputy Program Manager Strategic and Theater Sealift Program PMS 385
Programs include:
Submarine Tender (AS)
Expeditionary Fast Transport (EPF)

Expeditionary Sea Base (ESB)
Large, Medium-Speed, Roll-on/Roll-off Ship (T-AKR)

Team Submarine

Direct Reporting Programs

Three of the DoW's most expensive programs, the Navy's Columbia SSBN, the Air Force Sentinel ICBM replacement, and the new Golden Dome now report directly to Steve Feinberg, Deputy Secretary of War. This means that the PEO offices for Navy's Columbia and the Air Force Sentinel will move as direct reports to the Deputy Secretary by the end of 2025.

NAVSEA: PEO Strategic Submarines (PEO SBN)

RADM Todd Weeks - Program Executive Officer
Stefanie Link (SES) - Executive Director
Tom Perotti -NAVSEA Deputy chief engineer

Provides the Navy with design, construction, and delivery of the Columbia-class fleet ballistic missile submarine.
PEO (Columbia) comprises one major program office:
PMS 396: Columbia Class Transition
Craig LaBreck Sr. - Program Manager
PMS 397: Columbia Class Program Office

NAVSEA: PEO Attack Submarines (PEO SSN)

RADM. Jonathan Rucker - Program Executive Officer, Attack Submarines (PEO SSN)
L. Webster - Acting Deputy Program Executive Officer, Attack Submarines (PEO SSN)
B. Schaffer - Acting - Executive Director, In-service Submarines (PEO SSN)
Provides the Navy with platform acquisition, development, and sustainment. Program offices executing design, development, acquisition, and delivery are aligned in one branch under the new construction
PEO (Submarines) comprises seven major program offices:

PMS 401: Submarine Acoustic Systems Program
CAPT Mike Hollenbach - program manager for Submarine Acoustic Systems PMS 401
PMS 404: Undersea Weapons Program
CAPT Chris Polk - program manager for Undersea Weapons PMS 404
PMS 415: Undersea Defensive Warfare Systems Program
Jim Hurt - Program Manager for Undersea Defensive Warfare Systems PMS 415
Danielle Reilly - deputy program manager PMS 415
PMS 425: Submarine Combat and Weapons Control Program
CAPT David Vehon - Senior Program Manager - PMS 425, Submarine Combat and Weapons Control
PMS 435: Submarine Electromagnetic Systems Program
CAPT William Filip - Program Manager Submarine Electromagnetic Systems (PMS 435)
PMS 450: VIRGINIA Class Program
CAPT Mike Hollenbach - Program Manager Virginia Class Submarines (PMS 450)
PMS 485: Maritime Surveillance Systems Program

CAPT Sean Fujimoto -- Program Manager Maritime Surveillance Systems (PMS 485)
Don Ringel – asst program manager
Deployable Surveillance Systems
Susan LaShomb - principal assistant program manager of the Deployable Surveillance Systems

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NAVSEA: PEO Undersea Warfare Systems (PEO UWS)

RADM. Douglas Adams - Program Executive Officer, Undersea Warfare Systems (PEO UWS)
Michael D. McClatchey - Executive Director, Undersea Warfare Systems (PEO UWS)

PEO UWS includes the undersea domain program integration office for Project Overmatch and organizes these programs, projects, and efforts to directly support DRPM Overmatch. All Team Subs Participating Resource Managers (PARM) program offices are aligned under PEO UWS. The offices are responsible for submarine training; submarine logistics; and submarine safety.

PMS 394: Advanced Undersea Systems
CAPT Grady Hill - program manager advanced undersea Systems PMS 394

Enables the delivery of enhanced combat capability, with improved cybersecurity and resiliency, to all submarine platforms.

NAVSEA: PEO AUKUS Direct Reporting Program Office

RADM Richard Seif - program manager, AUKUS Integration and Acquisition Program
Meganne Atkins - deputy program manager, AUKUS Integration and Acquisition Program

AUKUS Integration & Acquisition Office: The Australia, United Kingdom, and United States (AUKUS) partnership is a strategic endeavor that strengthens the three nation's national security and promotes peace and stability in the Indo-Pacific region. The AUKUS Integration and Acquisition (I&A) Program Office is responsible for executing the "Optimal Pathway" announced by the three nations' leaders to deliver conventionally armed, nuclear powered attack submarines (SSNs) to the Royal Australian Navy at the earliest possible date while setting the highest nuclear stewardship standards.

NAVSEA: PEO Unmanned and Small Combatants (PEO USC)

Melissa Kirkendall - acting *Program Executive Officer*
Melissa L Kirkendall SES - Executive Director
Dorothy Engelhardt – Director, Unmanned Systems

Design, development, build, maintenance and modernization of unmanned maritime systems, mine warfare systems and small surface combatants.

PEO (USC) comprises nine major program offices:

PMS 340: Naval Special Warfare Program
Patrick Sullivan – Principal Assistant Program Manager Naval Special Warfare Program PMS 340

Rob Iera – Deputy Program Manager Naval Special Warfare Program PMS 340
Programs
MK 11 Seal Delivery Vehicle
Visual Augmentation System (VAS)

PMS 406: Unmanned Maritime Systems Program

CAPT Matthew Lewis - program manager of the Unmanned Maritime Systems
Joel MacRitchie – Deputy Program Manager Unmanned Maritime Systems Program
David Radell - branch head unmanned Maritime systems
Programs
Project Overlord Unmanned Surface Vehicles (USVs)
Orca xtra Large Unmanned Undersea Vehicle (XLUUV)
Razorback Medium Unmanned Undersea Vehicle (XLUUV) MUUV

PMS 408: Expeditionary Missions Program Office

CPT Eric Hui -program manager expeditionary missions office PMS-408
Michael Alperi – Deputy program manager, Expeditionary Missions
Programs
Crew and CUAS
Joint Explosive Ordinance Disposal
Joint Counter Radio-Controlled Improvised Explosive Device Electronic Warfare (JCREW)
Underwater Explosive Ordinance Disposal

- Viperfish
- Lionfish
- MK 18 UUV
- *Multi-Mission Underwater Breathing Apparatus (MMUBA)*

PMS 420: LCS Mission Modules Program

CAPT Matthew Lehmann – Program Manager Mission Modules PMS 420
George Saroch – Deputy Program Manager Mission Modules PMS 420
Programs
AN-AQS20
Knifefish
Mine Counter Measures (MCM) USV
Unmanned Influence Sweep System (UISS)
Surface Warfare (SUW) Mission Package
Common Mission Package Equipment

PMS 495: Mine Warfare Systems Program

Lee Agin - Program Manager, Mine Warfare PMS 495
Gary Jones - Deputy Program Manager, Mine Warfare PMS 495
Programs
AMNS Archerfish
COBRA
ASQ-24
Quickstrike
Barracuda
Hammerhead
ALMDS

PMS 501: Littoral Combat Ships Program

CAPT Matthew Lehmann – Program Manager Mission Modules PMS 501

Jonas Brown - – Deputy Program Manager Mission Modules PMS 501

PMS 515: Frigate Program

Andy Bosak - deputy program manager Frigate Program PMS 515

PMS 525: International Unmanned and Small Combatants Program

Eric Felder - Program Manager International Unmanned and Small Combatants

Charles Holman – Deputy Program Manager International Unmanned and Small Combatants Program

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NAVAIR Naval Air Systems Command NAVAIR

VADM John Dougherty IV - Commander, Naval Air Systems Command

Mr. Tom Rudowsky - Deputy Commander, Naval Air Systems Command

RADM Shawn G. "Beaker" Denihan - Reserve Deputy Commander Reserve

RADM David Storr - Reserve Deputy Commander, Naval Air Systems Command

CAPT Eric M. Gardner - Commander, Naval Air Systems Command

Mr. Donald Blottenberger - Director, Engineering and Cyber Warfare Group - NAVAIR

Chief Technology Office

Todd Parcell - NAVAIR CTO

NAVAIR Office of Small Business

Irma Alexander - Deputy Director NAVAIR Small Business

There are five Naval Air Systems Program Executive Offices:

NAVAIR: PEO Air Anti-Submarine Warfare, Assault & Special Mission (PEO(A))

BG David C. Walsh - Program Executive Officer, Air Anti-Submarine Warfare, Assault & Special Mission (PEO(A))

Provides fleet capability and capacity, supporting development and sustainment of Navy and Marine Corps helicopters, special mission aircraft and aviation anti-submarine warfare equipment and aircraft. *PEO(A) has ten major program offices.*

PMA 264: Air Anti-Submarine Warfare Systems Program

CAPT Greg Hinkle - Program Manager, Air Anti-Submarine Warfare Systems Program

PMA-290: Maritime Patrol and Reconnaissance Aircraft Program Office

CAPT Erik Thomas - program manager Maritime Patrol and Reconnaissance Aircraft

PMA 299: H-60 Helicopter program office

CAPT Will Hargreaves - Program Manager, *H-60 Helicopter program*

Joshua Deuley - Program Manager

PMA 266: Navy/Marine Corps Multi-mission Tactical Unmanned Air Systems program office

CAPT Dennis Monagle - Program Manager

Programs include:

Sonobuoys

Air launched, expendable, sensors designed to relay underwater sounds associated with ships and submarines to remote processors (AN/SSQ-36, AN/SSQ-53, AN/SSQ-62, AN/SSQ-101, and AN/SSQ-125); currently support the MH-60R and P-8A platforms

Multi-Static Active Coherent (MAC)

Active acoustic search system (SSQ-125) ASW mission set; planned MAC Enhancements (MAC-E).

Airborne ASW Intelligence (AAI)
Supports Fleet ASW intelligence collection efforts and conducts quick turnaround of threat unit analysis for tactical exploitation; rapid development and insertion of advanced technology into airborne ASW.
Advanced Development
Identifies and pursues the right Air ASW capability for the highest priority ASW gaps.

PMA 207: Tactical Airlift Program
COL Steven Puckett - Program Manager, Tactical Airlift Program Office

PMA-261: H-53 Heavy Lift Helicopters Program
COL Kate Fleeger - Program Manager, H-53 Helicopters Program
James Wojciechowski - Deputy Program Manager, H-53 Helicopters Program
NAVAIR's PMA-261 manages the cradle to grave procurement, development, support, fielding and disposal of the entire family of H-53 heavy lift helicopters
CH-53K King Stallion
The CH-53K transports Marines, heavy equipment and supplies during ship-to-shore movement
MH-53E Sea Dragon
primary missions; Airborne Mine Countermeasures (AMCM) and Navy heavy lift/Vertical Onboard Delivery (VOD).

PMA-274: Presidential Helicopters Program Office
COL Erica Mantz - Program Manager
Lisa Banta - Training IPTL
Programs include: VH-92A Patriot, VH-3D, VH-60N

PMA 275: V-22 Joint Program Office
COL Robert Hurst - Program Manager, V-22 Joint Program (PMA 275)

PMA 276: Light/Attack Helicopter Program
COL Jason T. Duke - program manager H-1 Light/Attack Helicopter Program Office
Jason Barnidge - Capability & Combat Relevance Deputy Light/Attack Helicopter Program (PMA 276)

PMA-213: Aircraft Launch and Recovery Equipment Program Office ()
CAPT Michael P. Kline - Program Manager, Aircraft Launch and Recovery Equipment Program
Jenna Carrington - Program manager EMALS/AAG Program Manager
Tim Held - EMALS/AAG Ship Integration Program Manager

PMA-213: Air Traffic Management Systems Program Office ()
CAPT Walter Massenburg - Program Manager - Air Traffic Management Systems
Ian Lilyquist - Deputy Program Manager for Combat Identification

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NAVAIR: PEO Tactical Aircraft Programs (PEO(T))

RADM Joseph B. Hornbuckle - Program Executive Officer Tactical Aircraft Programs (PEO(T))
Provides full life cycle support of naval aviation aircraft, weapons and systems operated by Sailors and Marines. This support includes research, design, development and systems engineering; acquisition; test and evaluation; repair and modification; and in-service engineering and logistics support.

PEO(T) has a senior staff and 12 program offices:

PMA 265: F/A-18 and EA-18G Program Office
CAPT Michael Burks - Program Manager

PMA 231: E-2/C-2 Airborne Command and Control Systems Program Office
CAPT Guillermo I. Carrillo - Program Manager

Tim Naugle - Deputy Program Manager for Advanced Development

PMA-205: Naval Aviation Training Systems and Ranges

CAPT *Jonathan S. Schiffelbein - Program Manager*

Multi-Station Disorientation Demonstrator (MSDD)
Normobaric Hypoxia Trainer (NHT)
Parachute Overwater Survival Trainer (POST)
Helicopter Rescue Hoist
Night Imaging Threat Evaluation (NITE) Lab
Modular Egress Training Simulator (METS) Trainer

PMA-226: Adversary and Specialized Aircraft Program Office

CAPT Jason Pettit - Program Manager

F-16 Fighting Falcon (Viper)
F-5 Tiger II
NU-1B Otter / U-6A Beaver
UH-72 Lakota / TH-67 Creek
X-26A Frigate Glider
T-38 Talon
Contracted Air Services (CAS)
Adversary and Specialized Aircraft

PMA-209: Air Combat Electronics Program Office

CAPT Jarrod Hair – Program Manager, Air Combat Electronics Program Office (PMA-209)
Edward O'Shea - Program manager, Air Combat Electronics

Tactical Aircraft Moving Map Capability (TAMMAC)
Sensors Low Probability of Intercept Altimeter (LPIA)
Collision Avoidance Solutions (CAS)
Commons Systems Integration Lab (CSIL)
Communication, Navigation, Surveillance/Air Traffic Management (CNS/ATM)
Avionics Architecture Team (AAT)
Common Mission Computing and Displays (CMCD)
Marine Air-Ground Task Force (MAGTF) Agile Network Gateway Link (MANGL)
AN/ARC-210(V) Radio Communications System
Air Combat Electronics PMA-209

PMA 234: Airborne Electronic Attack Systems

CAPT David Rueter - Program Manager, Airborne Electronic Attack Systems (PMA-234)

Next Generation Jammer
ALQ-231 Intrepid Tiger Pod

PMA 271: Airborne Strategic Command, Control and Communications Program Office

CAPT Roger A. Davis - Program Manager, Airborne Strategic Command, Control and Communications
William McCready - Deputy Program Manager E-6B Mercury
Jaimie Grubb - principal deputy program manager,
Carin Tullos - deputy program manager for the E-XX Take Charge and Move Out (TACAMO) Recapitalization Program
CDR Rebecca Anderson - assistant program manager for Logistics
CDR Jeffrey Desmond - E-6B mission communications systems lead

PMA-272: Advanced Tactical Aircraft Protection Systems Program Office

COL Russell Strange - Program Manager, Advanced Tactical Aircraft Protection Systems Program

Integrated Defensive Electronic Countermeasures (IDECM)

PMA 257: AV-8B Harrier Program Office
CAPT Jason Pettitt - Program Manager, AV-8B Weapon Systems Program Office
Samuel Hotz - Principal Deputy Program Manager, AV-8B Weapon Systems Program Office

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PMA-230: F/A-XX/NGAD (Next Generation Air Dominance)
Scott ("Beav") Johnson - Program Manager

NAVAIR: PEO Unmanned Aviation and Strike Weapons (PEO(U&W)

Rear Adm. Stephen Tedford - PEO, Unmanned Aviation and Strike Weapons (PEO(U&W)
Designs, builds, delivers and sustains the Navy's unmanned aircraft, weapons, targets, aircrew systems and common support equipment.

PEO(U&W) has 12 program offices:

PMA 201: Precision Strike Weapons program office
CAPT Sarah E. Abbott - program manager
Adam Johnston - Principal Deputy Program Manager
Rich Zellner - Advanced Systems Special Projects Lead
AAE/FC
CAD/PAD
Direct Attack Weapons
SLAM-ER
Harpoon
Small Diameter Bomb Increment II (SDB II)
Long Range Anti-Ship Missile (LRASM)
Joint Standoff Weapon (JSOW)

PMA-202: Naval Aircrew Systems Program Office
CAPT Joseph Kamara – program manager

PMA 242: Direct and Time Sensitive Strike Program
CAPT Lindsey Buzzell - Program Manager Direct
Advanced Precision Kill Weapon System (APKWS)
AGM-88G Advanced Anti-Radiation Guided Missile (AARGM)

PMA-262: Persistent Maritime Unmanned Aircraft Systems
CAPT Pat Murphy -, Program Manager
- *MQ-4C Triton*

PMA-259: Air-to-Air Missiles Program
CAPT Christopher B. DeBons - Program Manager Air-to-Air Missiles

PMA-260: Common Aviation Support Equipment Program Office
CAPT Matt Wilcox - Program Manager, Aviation Common Support Equipment Program Office PMA-260
Air Intercept Missile (AIM)-7 Sparrow
AIM-9X Sidewinder
AIM-9M Sidewinder
AMRAAM

PMA-263: Navy and Marine Small Tactical Unmanned Air Systems
Gregg Skinner - program manager

Tom Matthews, PMA-263 deputy program manager
Unmanned Logistics Systems - Air
Family of Small Unmanned Aircraft Systems
UAS Payloads
Capability Development - UAS Payloads
Maya Hoagland - Program Manager Capability Development - UAS Payloads

PMA-266: Multi-Mission Tactical Unmanned Aerial Systems (UAS) Program

Capt. Dennis Monagle - Program Manager Multi-Mission Tactical Unmanned Aerial Systems (UAS)
MQ-9A Reaper

PMA-268: Unmanned Carrier Aviation

CAPT Daniel Fucito - Program Manager, Unmanned Carrier Aviation (PMA-268)
Unmanned Carrier Aviation
Joseph Nedeau - Program Manager - MQ-25 Stingray unmanned air system

- *Unmanned Carrier Aviation Mission Control System (UMCS)*

PMA-280: Tomahawk Weapons System

Capt. Jon Michael Hersey - Program Manager, Tomahawk Weapons System PMA-280
Tomahawk

PMA-281: Strike Planning and Execution Systems

CAPT Todd Keith - Program Manager, Strike Planning and Execution Systems PMA-281
CCS - Unmanned System Common Control System (CCS)
Air Wing Ship Integration (AWSI)
Strike Planning and Execution Systems

PMA 208: Aerial Targets Program

Greg Crews - Program Manager, Aerial Targets
Target Threat Simulation Program(TTSP)
Target Auxiliary & Augmentation Systems (TAAS)
System for Naval Targets Control
AQM-88A
BQM-177A
Full Scale Targets
BQM-34S
Moving Land Target
BQM-167A
GQM- 163A Supersonic Sea Skimming Target (SSST)

PMA-298: NAVAIR: Mission Integration and Special Projects Office

CAPT Brian (“Chachi”) Arena - Program Manger

NAVAIR: PEO F-35 Lightning II Joint Program Office (PEO F-35)

LTG Gregory L. Masiello - Program Executive Officer, F-35 Lightning II Joint Program Office
The F-35 Lightning II Joint Program Office (JPO) leads the life-cycle program management of the F-35A, F-35B, and F-35C

NAVWAR Naval Information Warfare Systems Command

John R. Pope – acting Commander NAVWAR
John R. Pope – Executive Director for Naval Information Warfare Systems Command NAVWAR
Troyce (Troy) R. Gunter - Director of Contracts NAVWAR
Carly Jackson - CTO NAVWAR and Lead for Science and Technology; and Head of the Cyber and Science and Technology Department at the Naval Information Warfare Center Pacific

August 28 2025 marked the official launch of the NAVWAR Cyber Directorate.

NAVWAR SBIR STTR Program Office

Gretel von Son - Director NAVWAR SBIR STTR Program Office
Shadi Azoum - NAVWAR SBIR/STTR Program Manager

NAVWAR: PEO Command, Control, Communications, Computers and Intelligence (PEO C4I)

Bill Luebke, Ph.D. - Program Executive Officer
CAPT *Khary Hembree-Bey - Deputy Military Program Executive Officer*
CAPT. Sam Hanaki – Executive Director Strategic Planning
Genie Chaiken – Director of Strategy (PEO C4I)
Jara Tripiano – acting Executive Director and the Chief Engineer for Naval Information Warfare Center (NIWC) Pacific(PEO C4I)
Dr. Bob Parker - Technical director (PEO C4I)
David Kuhn- technical director (PEO C4I)
Mr. James Najera - Cloud Lead and Cloud Information (PEO C4I)
Mr. Robert Weaver - Mission Engineering Department Head (PEO C4I)
Mr. Jonas Lazo - Digital Engineering Architect (PEO C4I)

Navy's first line to acquire the right communication and technology tools to deliver affordable, integrated and interoperable information warfare capabilities to the fleet.
126 Total Programs
• ACAT I: 7
• ACAT II: 10
• ACAT III & Below: 109
** ACAT I: (2) Active, (5) Sustainment*
Manages 10 program offices.

Project Overmatch
Navy's contribution to CJADC2 -Combined Joint All-Domain Command and Control
Remil Capili – program manager Project Overmatch
Phong Le – Overmatch Principal product manger
David Flowers - Overmatch International Lead
Eric Donley - Overmatch Assistant Program Manager - Contracts / Foreign Disclosure Representative

PMA/PMW-101: Multifunctional Information Distribution System Program Office

CAPT Jason Weaver - Program Manager
Rick Mountain – Principal Deputy Program Manager *Programs:*
- *MIDS International Program Office (IPO)*

- *MIDS Joint Tactical Radio System (JTRS)*
- *Advanced Tactical Data Links*
- *Link 16 Waveform programs*

PMW 120: Battlespace Awareness & Information Operations

CAPT Patrick Pemberton - Program Manager
Sal Ledsema – Deputy Program Manager
Delivers an integrated portfolio of battlespace awareness and Information Warfare capabilities that enable the Fleet to assess the battlespace and make better decisions faster
Programs

- *Ship's Signal Exploitation Equipment Family of Systems (SSEE FoS)*
- *Horizon*
- *Distributed Common Ground System-Navy Family of Systems (DCGS-N FoS)*
- *Naval Integrated Tactical Environmental System Next Generation (NITES – Next)*
- *Littoral Battlespace Sensing - Unmanned Undersea Vehicles (LBS -UUV FoS)*
- *Hazardous Weather Detection and Display Capability (HWDDC)*
- *Electromagnetic Maneuver Warfare Integrated Fires (EMWIF)*

PMW 130: Cybersecurity Program Office

Jeff Sanders – Program Manager
Michael Dee Davis – Deputy Program Manager
Is the Navy's cybersecurity acquisition agent delivering cybersecurity products, capabilities, and services that protect and defend against cyber threats.
Programs

- *Crypto and Key Management*
  Cryptography (Data and Voice), Key Management, Public Key Infrastructure (PKI)
- *Network Security*
  Computer Network Defense (CND), SHARKCAGE, Endpoint Security, Platform Boundary Defense
- *Cyber Analytics*
  Navy's CDS: Radiant Mercury, Cyber Situational Awareness (NCSA, NCCD, RAVEN), Vulnerability & Remediation Asset Manager (VRAM

PMW 150: Naval Command and Control Systems

Provide Command and Control and Tactical Communications solutions to the warfighter
Raphael R. Castillejo – Program Manager
Baron Jolie - deputy Program Manager (PMW 150).
Philip Baptiste - technical director of PMW 150
Programs

- *Maritime Tactical Command and Control (MTC2)*
  Global Command & Control System-Maritime (GGCS-M) - (ACAT IAC), Maritime Tactical Command & Control (MTC2), Navy Air Operations Command and Control (NAOC2), Consolidated IAMD Planning Program (CIPP)
- *Tactical Command and Control (MTC2)*
  Link 16- (ACAT II), Command and Control Processor, Link Monitoring and Management Tool (LMMT) - (ACAT III)
- *Command and Control Processor (C2P) - (ACAT II)*
- *Link Monitoring and Management*

PMW 160: Tactical Networks

CAPT Nicole Nigro - Program Manager
Jeff Myers - Deputy Program Manager

Is the Navy's program office for tactical networks, delivering integrated wide area, local networking and computing and data systems afloat.

- *Consolidated Afloat Networks and Enterprise Services (CANES) (ACATIAC)*
- *Automated Digital Network System (ADNS) (ACAT II)*
- *Legacy Network Systems (LNS) (ACAT II/III)*
- *Application Integration (AI)*
- *Agile Core Services (ACS)*
- *Communications-as-a-Service (CaaS)*

PMW/A 170: Communications & GPS Navigation

Capt. Kris De Soto – Program Manager
Lauralee von Husen – Deputy Program Manager
Vince Squitieri - Technical Director
Provider of advanced, resilient, and adaptive communication and assured position, navigation, and timing capabilities.
Tactical Communications 1
Shannon Dillon - Principal APM Tactical Communications 1, (PMW/A 170)
BFTN, NTCDL, CDLS, CDLS-TR, BFEM, BRSE, PRP, CSEL, HF Legacy, HFRG, JCSE Mod
Tactical Communications 2
Gerardo Roa - Principal APM Tactical Communications 2, (PMW/A 170)
DMR, ATCS, DWTS, HF SAR, SINCGARS, EPLRS-DR, EMUT, TVS, SA-2112, Mini-DAMA, 5/25 kHz, MUOS on DMR
Satellite Communications
?? - Principal APM Satellite Communications, (PMW/A 170)
NMT, ATIP, GBS, ESRP Afloat/Ashore, CBSP, NSLC-A, SMT, Big Sky, NESP, TV-DTS, INMARSAT, IRIDIUM, SHF AN/WSC-6(V), TIP, AC2 Modem, NMT Modem Adaptive Coding
Positioning, Navigation, and Timing
Jamal "JR" Rogers - Principal APM Positioning, Navigation, (PMW/A 170)
GPNTS, Air/Sea NAVWAR, GPS Modernization, Air Navigation, NAVSSI, DAGR, AN/WRN-6(V), NoGAPSS, M-Codem MAGNA

PMW 740: International C4I Integration

Rosa Puig – Program Manager
Alan Philpott – deputy Program Manager
Focal point for security cooperation efforts we acquire, integrate, test, deliver, and sustain tailored C4I solutions and services to foreign partners

PMW 750: Carrier Air Integration

CAPT Sam Hallock - Program Manager
Anthony Vanaria – Deputy Program Manager
for the Carrier & Air Integration Program Office (PMW 750), responsible for #C4I integration and installation of New Construction Nuclear Powered Aircraft Carrie

delivers integrated and interoperable C4I capabilities to aircraft carriers, amphibious assault ships, command ships, and aircraft. Coordinates C4I system installation for new construction and fleet modernization and ensures Naval Aviation platforms are interoperable.
Force-level Platform Integration
Kelvin Harkins, EMBA -Integration Platform Manager
TacMobile
John "Jack" Powers - Logistics and Training Lead for the Tactical Mobile (TacMobile) (PMW 750)

Air Integration
Force-level New Construction

PMW 760: Ship Integration Program Office

Mr. Eric Andalis - Program Manager PMW 760
Eric Andalis - Deputy Program Manager PMW 760
Plans for the design, acquisition, test, integration, and installation of C4I capabilities

PMW 770: Undersea Communications and Integration

CAPT Kevin A. White - program manager
John Wrinn – deputy program manager

Programs

Common Submarine Radio Room (CSRR)
Multi-Function Mast (OE-538)
Submarine High Data Rate (SubHDR)
UUV Operation Center (UUV OC)
Submarine Antenna Modifications and Sustainment (SAMS)
Time and Frequency Distribution System (TFDS)
Low Band Universal Comms System (LBUCS)
Timely Info for Maritime Engagements (TIMEly)
High Power Transmission Equipment (HPTE)
Navy Modernized Hybrid Solution (NMHS)
BRR-6 Towed Buoy Antenna
Submarine Operating Authority (SUBOPAUTH)
Lead Capability Integrator for PEO C4I
Submarine Launched Over-the-Horizon-Buoy (SLOTH-B)
The Enhanced-Submarine Launched Over-the-Horizon Tactical (E-SLOT)
Take-Charge and Move-Out (TACAMO) Ground Comms

PMW 790: Shore & Expeditionary Integration

Bill Traganza - program manager
Brian Miller - deputy program manager
Delivers resilient, adaptable, interoperable and affordable shore and expeditionary C4I capability, enabling all domain mission success.
Programs

- *Shore Tactical Assured Command and Control (STACC)*
- *Global Command and Control System – Joint (GCCS-J) (Project) GCCS-J is a Defense Information*
- *Maritime Operations Center (MOC) (Project)*
- *United States Naval Observatory (USNO) Precise Time and Astrometry (PTA) Network*
- *CANES MOC Variant (CMV) Consolidated Afloat Networks and Enterprise Services (CANES)*
- *Navy Expeditionary C4I (Project)*
- *Deployable Joint Command and Control (DJC2) (ACAT IAC)*
- *IW Shore Platform Modernization (Project)*
- *Telephony (Project) Shore Telephony*
- *Joint Military Satellite Communications (MILSATCOM)*
- *Navy DSO (Dev/Sec/Ops)*
- *Tactical Shore Platform*
- *C4I Arsenal C4I Arsenal*

NAVWAR: PEO Digital and Enterprise Services (PEO Digital)

Delivers a digital enterprise-wide IT services to the Navy
Louis A. Koplon - Acting Program Executive Officer
Jeff Proudfoot - Executive Director
Justin Fanelli- Acting CTO/Technical Director, Digital and Enterprise Services
Bradley Punch - Deputy Technical Director

Michael Schweitzer - Senior advisor
Patrick Truver - Chief of Staff

Naval Enterprise Networks (NEN)
Jamey Thaye - Director
CAPT Fred Crawford - Deputy Director - Current Readiness
Germaine Forbes -Deputy Director - Future Capabilities

Marine Corps Enterprise Networks (MEN)
Chris Sculderi - Director
Richard Sitch - Deputy Director

DON Special IT Services (DSITS)
Charmaine Narciso-Jiao - Director
Tracy Shay -Deputy Director
Patrick McGuire - Technical Director
Programs include:
SCI IT Services:
- *Joint Worldwide Intelligence Communication System (JWICS) Modernization*
- *Intel Services: Joint Deployable Intelligence Support System (JDISS)*
- *Global Command and Control System (GCCS) Integrated Imagery and Intelligence (I3)*
- *Force Disposition Tracker – Maritime (FDT-M), Force Disposition Tracker – Air (FDT-A)*
- *Force Disposition Tracker– Ground (FDT-G)*

SAP IT Services:
- *Special Access Program (SAP) IT Enterprise Services*
- *Planning and Decision Aid System (PDAS)*

Enterprise Agreement Services (EAS)
Chris Pratt - Co-Director
Floyd Grace - Co-Director, Co-Chair DoW ESI WG/CETA

Platform Application Services (PAS)
John Mithum - Portfolio Manager Platform Application Services (PAS)
W. Kermit McKelvy - Deputy Portfolio Manager Platform Application Services (PAS)
Neptune Cloud Management Office (CMO)
- Navy Enterprise Cloud Management (NECM)
- Marine Corps Enterprise Cloud (MCEC)
- Cloud Hosting Services -

DevSecOps Offering
- *Naval Identity Services (NIS)*

End User Services
Rebecca Ostrom - Portfolio Manager End User Services
Kyle Baker - Deputy Portfolio Manager End User Services
Programs include:
- *Physical Devices (EUHW Services)*
- *Desktop Virtualization Services*
- *Image / Application Service*
- *Mobility Services*
- *Print Services*

Digital Workplace Services

Rajan Sharma - Portfolio Manager Digital Workplace Services
Dave Thompson - Deputy Portfolio Manager Digital Workplace Services
Designs cloud-based solutions for the Navy Enterprise. Digital Workplace Services includes two service families – Workplace Automation and Data Analytics and Visualization.
Programs include:
Flank Speed / Microsoft 365 (M365)
- Navy's cloud network environment, with the USN and USMC having their own tenant.

SharePoint Online (SPO)
- Cloud-based portal services

Unified Capabilities
- Classified/unclassified voice, video, and/or data delivered across a secure infrastructure.

Records Management
- Cloud based electronic records management with Microsoft Purview retention capabilities.

Power Platform
- Low-code, no code tools to create content to display in a browser, mobile device, or tablet.

Teams Telephony
- Cloud-based telephony, audio conferencing and direct commercial calling via Teams application.

Service Now as a Service – Enterprise (SNaaS-E)
- Tools to automate cloud apps with little/no coding using Out-of-the-Box APIs

Azure Financial Operations (FinOps)
- budgeting, acquisition, accounting, financial forecasting, and analysis services.

Infrastructure Services (IS)

Richard Stich - Portfolio Manager Infrastructure Services (IS)
Adam Koros – Deputy - Portfolio Manager Infrastructure Services (IS)
Provides generic enterprise networking (EN) and transport and communication (T&C) services
Programs include:
Compute and Storage (C&S)
Enterprise computational capabilities and enterprise data storage space; Data Center (DC)
DC Services
Networking and Platform Services to Navy-Marine Corps Intranet (NMCI)
Tactical Edge (TE)
Provides connectivity to shipboard and deployed Naval Fleet Forces and Marines
Enabling Support (ES)
Tech support; technical evaluation services; MILCON planning; plant connectivity.
Wide Area Network/Base Area Network/Local Area Network (WAN/BAN/LAN)
Provides Network Comm Infrastructure and Software Defined Wired and Wireless Networking services
Circuits
Provisions the connectivity to enable Enterprise Transport and Communications Services.
Communications Security (COMSEC)
Provides classified networks and Tactical Local Area Network Encryptor capabilities

Cybersecurity and Operational Services (CaOS)

Daniel Loe - Portfolio Manager Cybersecurity and Operational Services (CaOS)
Solutions to manage, secure, and defend data and cyber resources
Programs include:
Classified Data Protection (CDP) Service Team
Commercial Solutions for Classified (CSfC) Services
Cross Domain Solutions (CDS) Services
Communications Security (COMSEC) Services

Cyber Perimeter & Access Security (CPAS) Service Team
Secure Web Gateway (SWG) Services
Network Segmentation Gateway (NSG) Services
Cyber Threat & Vulnerability Management (CTVM) Service Team
Comply-to-Connect (C2C) Services
Unified Endpoint Security (UES) Services
Vulnerability & Compliance Assessment (VCA) Services
Application & Workload Protection (AWP) Services
Digital Forensics & Litigation (DFL) Services
Decision Analytics & Visualization (DAV) Service Team
Data Analytics & Machine Learning (DAML) Services
Data Modeling & Visualization (DMV) Services
Cyber Data Aggregation & Synchronization (CDAS) Services
Service & Resource Management (SRM) Service Team
Navy Enterprise Service Desk (NESD)
Enterprise Information Technology Service Management (EITSM) (Remedy) Services
MCEN Event Management System (MEMS) Services
Capacity & Performance Management (CapPrfM) Services
Cyber Inventory Management (CInvM) Services
Event & Incident Management (EveIctM) Services

NAVWAR: PEO for Manpower, Logistics & Business Solutions (PEO MLB)

Christine Rodriguez - PEO Manpower, Logistics & Business Solutions (PEO MLB)
Mary Thoms - Executive Director, Manpower, Logistics & Business Solutions (PEO MLB)

A portfolio of programs delivers a broad range of defense business IT solutions to support the day-to-day administrative and operational needs of Sailors, Marines and a civilian workforce. Overview here.

MYNAVY HR IT Solutions
CAPT Chris Gahl - Program Manager, MYNAVY HR IT Solutions
Supports transformation and modernization of the Navy's human resources IT
Ready Relevant Learning (RRL)
David Kemp – Director Ready Relevant Learning (RRL)
Modernizes how Navy trains its Sailors
NAVY ERP Financial IT Services
Dr. William Parker - Acting Program Manager ERP Financial IT Services
Business-critical financial, time and attendance & supply chain management solutions
Logistics IT Services (LOG IT)
Joe Willette – Director Logistics IT Services (LOG IT)
Modernizes more than 200 legacy Navy LOG IT systems'
Marine Corps Logistics Integrated Info Solutions (LI2S-MC)
Peggy Toth- Program Manager Marine Corps Logistics Integrated Info Solutions (LI2S-MC)
Delivers and sustains logistics IT solutions to enable USMC logistics operations.
Naval Applications and Business Services (NABS)
Christine Lamer - Program Manager Naval Applications and Business Services (NABS)

Delivers enterprise business applications and services

Marine Corps Manpower IT Systems Modernization (MITSM)

COL Robert Bailey -Director Marine Corps Manpower IT Systems Modernization (MITSM
Modernizes the Marine Corps legacy manpower applications and develops new ones

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NAVFAC Naval Facilities Engineering Systems Command

NAVFAC: PEO Industrial Infrastructure

Mark Edelson - program executive officer Industrial Infrastructure
Majella D. Stevenson - deputy program executive officer Industrial Infrastructure

Shipyard Infrastructure Optimization Program (SIOP) PMO 555

Luke Greene – program manager Shipyard Infrastructure Optimization Program PMO 555
Brooks T. Farnsworks – deputy program manager Shipyard Infrastructure Optimization Program PMO 555

Responsible for the Shipyard Infrastructure Optimization Program, a plan to optimize the four naval public shipyards located in Portsmouth, Virginia; Kittery, Maine; Puget Sound, Bremerton, Washington; and Pearl Harbor, Hawaii.$6.5 billion under construction, including four dry docks at three of the four naval shipyards.

NAVIFOR: Naval Information Forces

Vice Admiral Michael Vernazza - Commander, Naval Information
Mr. Robert C. Weitzman - Deputy Commander, Naval Information Forces

Capt. Christi Montgomery - Chief of Staff
74 commands under Naval Information Forces (NAVIFOR) and is one of five warfighting development centers in the Navy

Naval Information Warfighting Development Center (NIWDC)

Rear Admiral Brian A. Harding - Commander, Naval Information Warfighting Development Center
Edwin Grohe - Technical Director, Naval Information Warfighting Development Center
Tamara North - Director Information Warfare Readiness

Naval Communications Security Material System (NCMS)

Cmdr. Anthony Cagle - Commanding Officer, Naval Communications Security Material System (NCMS)
David Fry - Technical Directory Naval Communications Security Material System (NCMS)

Dept of the Navy: SBIR/STTR Program Management Office (SBIR/STTR PMO)

Brian Shipley – Director Navy SBIR/STTR, Office of Naval Research
Brian Shipley – Navy Commercialization Program Manager, Office of Naval Research

Search for Navy SBIR/STTRs here: https://navysbirsearch.com/
DoW SBIR/STTR Home Page here: https://www.defensesbirsttr.mil/
Federal Government SBIR/STTR Home Page here: https://www.sbir.gov/
DoW APEX Accelerators Home Page Here: https://www.apexaccelerators.us/#/

Khail Mack - Deputy Director Office of Small Business Programs (OSBP) / Director of APEX Accelerators

Navy SBIR/STTR Transition Program

Virtual Transition Marketplace

Steve Sullivan, Navy STP Program Manager
Paul Cole, Navy STP ATSI Program Manager
Eric Patten, Lead Business Consultant
Anthony Androsky, Business Consultant
Jay Eckhart, Business Consultant
Todd Haeg, Business Consultant
AJ Heeden, Business Consultant
Dustin Huber, Business Consultant
Brian Peterson, Business Consultant
John Ruehe, Business Consultant
Charlie Westerfield, Business Consultant
Don Williamson, Business Consultant
Chris Willisson, Business Consultant

Navy SBIR Experimentation Cell
Navy Catapult - SBIR Phase 2 Accelerator
Navy Launch - SBIR Phase 2 Commercialization Strategy
Navy SBIR Transition Program (STP)

Navy System Command SBIR/STTR Programs

Naval Air Systems Command (NAVAIR)
Kristi DePriest -SBIR Program Manager Email: navair-sbir@us.navy.mil
Naval Facilities Engineering Systems Command (NAVFAC)
Tim Petro - SBIR Program Manager Email: timothy.j.petro4.civ@us.navy.mil
Office of Naval Research (ONR) SBIR
Ellen Simonofff - Small Business Director
Lore-Anne Ponirakis - SBIR Program Manager, ONR E-mail: loreanne.ponirakis@navy.mil
Steven Sullivan - Navy STTR Program Manager, Office of Naval Research E-mail: steven.sullivan@navy.mil
Naval Supply Command (NAVSUP)
Chris Espenshade, Program Manager Email: Christopher.m.espenshade.civ@us.navy.mil
Strategic Systems Programs (SSP)
Scott Steward - SBIR Program Manager Email: ssp.sbir@ssp.navy.mil
Marine Corps Systems Command (MCSC)
Jeff Kent - SBIR Program Manager Email: smb_mcsc_sbir_admins@usmc.mil
Naval Sea Systems Command (NAVSEA)
Jason Schroepfer -SBIR Program Manager Email: NSSC_SBIR.fct@navy.mil
Naval Information Warfare Systems Command (NAVWAR)
Shadi Azoum- SBIR Program Manager Email: info@navwarsbir.com

Navy Regional DON SBIR/STTR Program Coordinators

Coordinators are positioned regionally to provide assistance to small or non-traditional companies in navigating the Program ecosystem and accelerating innovation to address DON mission needs.
Northeast Tech Bridge, Naval Undersea Warfare Center, Newport, Rhode Island
Lee Silvestre - Naval X East Coast Coordinator Email: lsilvestre@senedia.org
NIWC Atlantic Palmetto Tech Bridge, Charleston, South Carolina
https://www.linkedin.com/company/palmetto-tech-bridge/
Mr. Michael W. Kozma- Director, Palmetto Tech Bridge
Pacific Northwest Tech Bridge, Keyport, Washington
Keith Archbold - Director

Ralph Duncan -Deputy Director- Leader: Commercial Engagement Team
Email: rduncan@nwtechbridge.org

Naval Nuclear Propulsion Program

ADM William Houston - Director, Naval Nuclear Propulsion Program, Navy/Department of Energy

Naval Nuclear Laboratory

Thomas Sambolt - President and General Manager at Naval Nuclear Laboratory
Adam Gripper - Director of the Advanced Technology and Innovation Program (ATIP) at NNL

Bettis Atomic Power Laboratory
Kenneth A. Kesselring Site
Knolls Atomic Power Lab (KAPL)
Naval Reactors Facility (NRF)
NPTU Charleston

Navy: Strategic Systems Programs

Responsible for the development, acquisition, and life-cycle support of the Trident strategic weapons system. Develop the COLUMBIA and UK DREADNOUGHT Strategic Weapons System and advanced weapon capabilities in the TRIDENT II D5LE2 missile and W93/Mk7 warhead and reentry body. Sustain the D5/D5LE Strategic Weapons System and ensure Nuclear Weapons Surety on the OHIO Class SSBN. Develop hypersonic boost-glide missile system - Conventional Prompt Strike (CPS).

Vice Admiral Johnny Wolfe Jr. - Director
CPT Charles McLenithan - Deputy Director & Chief of Staff
Kelly K. Lee (SES) - Director, Plans and Programs
Tracy (SES) - Technical Director
Kerry Hotopp (SES) - Counsel
James D. Kern (SES) - Chief Engineer
Kevin Talley (SES) - Comptroller, Strategic Systems Programs
Geoffrey Talley (SES) - Chief Deterrence Technology Officer
David Macht (SES) - Director, Mission Support
Ms. Kelly Lee - director of plans and programs

Strategic Systems: Program Management Office (PMO)

CMDR Todd Williamson - commanding officer

Strategic Systems: Conventional Prompt Strike (CPS)

CPT Gene Severtson - Major Program Manager
Dr. Vanessa Gentzen - Technical Director and Chief Engineer

Strategic Systems: Small Business Office

Strategic Weapons Facility, Atlantic (SWFLANT)

Capt. Gregory Price - Commander

Marine Corps

Marine Corps: Organizational Language
Marine Corps: Organizational Hierarchy
Marine Corps: Unit Listing

GEN Eric M. Smith - Commandant Of The Marine Corps
LTG Bradford Gering - Assistant commandant of the Marine Corps

Marine Corps Staff (DMCS)

LTG Paul J. Rock - Director Marine Corps Staff (DMCS)

Manpower and Reserve Affairs

LTG William J. Bowers - Deputy Commandant for Manpower and Reserve Affairs
Michael R. Strobl, Ph.D., SES - Asst Deputy Commandant for Manpower & Reserve Affairs (ADC M&RA)

Plans, Policies & Operations (PP&O)

LTG Jay M. Bargeron, Jr. - Deputy Commandant for Plans, Policies & Operations (PP&O)
MG Jason Morris - Director, Operations Division
BG Daniel B. Taylor - Director of Strategy and Plans Division, Plans Policies
COL Douglas K. Peterson - Director, Joint Intermediate Force Capabilities Office

Aviation

LTG William Swan - Deputy Commandant for Aviation
COL Dustin Byrum - Assistant Deputy Commandant for Aviation

Programs & Resources (P&R)

LTG James H. Adams III - Deputy Commandant for Programs & Resources (P&R)
Mr. Edward C. Gardiner, SES - Assistant Deputy Commandant for Programs and Resources
BG Shannon M. Brown - Assistant Deputy Commandant Programs for Programs and Resources
BG Daniel B. Taylor - Director of Strategy and Plans Division, Plans Policies
Ms. Anna Smith, SES - Asst Deputy Commandant for Program and Resources (Resources) (ADC P&R (R))
Mr. John J. "J.J." Bancroft - Assistant Deputy Commandant for Evaluations
Charles A. (Tony) Priddy - Director, Technology Services Organization (TSO)

Installations & Logistics (I&L)

LTG Stephen D. Sklenka- Deputy Commandant for Installations & Logistics (I&L)
Mrs. Dee Reardon, SES - Assistant Deputy Commandant of the Marine Corps for Installations & Logistics
MG Jason Woodworth - Assistant Deputy Commandant, Installations & Logistics (Facilities)
MG Andrew M. Niebel - Assistant Deputy Commandant, Installations & Logistics (Logistics)
James B. Balocki, SES - Executive Director, Marine Corps Installations Command
MG Keith D. Reventlow - Commanding General, Marine Corps Logistics Command

Combat Development & Integration (CD&I)

LTG Eric E. Austin - Deputy Commandant for Combat Development & Integration (CD&I)

Information (DC I)

LTG Jerry Carter - Deputy Commandant for Information (DC I)
Command, Control, Communications and Computers (IC4)

Mr. Jeffery Hurley - Director (Acting), Information Command, Control, Communications and Computers (IC4)

Intelligence Division

MG Mark A. Cunningham - Director, Intelligence

Information Operations Center

Marine Corps System Command

BG Tamara Campbell - Commander Marine Corps System Command
Andrew Rogers – Deputy Marine Corps System Command
COL Thomas Dono – Chief of Staff Marine Corps System Command

Marine Corps System Command: Program Offices

Combat Support Systems

COL Paul Gillikin - program manager for Combat Support Systems
Dom Foster - Deputy Portfolio Manager Ground Combat Element Systems
Product Managers
Ammunition • Combat Service Support Equipment • Engineer Systems • Maintenance Support Systems
MAJ Joshua Foster, project officer Clothing and Equipment, Combat Service Support Equipment (CSSE)
Todd Towles -team lead for Clothing and Equipment, Combat Service Support Equipment (CSSE)
Brad Boitnott – Product manager for Combat support services

Ground Weapons Systems

LTC Patrick Heiny - product manager for Infantry Weapons
Product Managers
Fire Support Systems • High Mobility Artillery Rocket System • Infantry Weapons • Long Range Fires • Long Range Unmanned Surface Vehicle • Navy/Marine Corps Expeditionary Ship Interdiction System • Organic Precision Fires

Tactical Communications and Electronic Warfare Systems

John Mithun - Program Manager
Product Managers
Tactical Radios • Electromagnetic Warfare Systems • High Capacity Communications

Training Systems

COL Marcus J. Reynolds - Program Manager
Product Managers
Range Training Systems • Synthetic Training Systems • Warfighter Training Support

Wargaming Capability

Lt. COL Joseph E. Taylor - program manager

Marine Corps System Command has one PEO Office - PEO Land Systems

Marine Corps: PEO Land Systems (PEO LS)

Stephen J. Bowdren - Program Executive Officer Land Systems (PEO LS)
Robert L. Cross - Deputy Program Executive Officer Land Systems (PEO LS)

Bryan Prosser - Chief of Staff Land Systems (PEO LS)

PEO LS is the Marine Corps only Program Executive Office and tasked with the acquisition and sustainment of ground vehicles, radars, and communications gear for the Warfighter. PEO LS reports directly to the Assistant Secretary of the Navy for Research Development and Acquisition [ASN (RDA)].

PEO LS eight program offices are:

PM 202: Marine Air Ground Task Force (MAGTF) Command & Control System

COL Jeffrey Van Bourgondien - Program Manager MAGTF Command and Control
Dayle Wright – Program advisor

Programs:

- *Air Battle Management & Sensor Netting (ABM&SN)*
- *Ground Command & Control Systems (GC2S)*
- *Extensible MAGTF Command & Control (EMC2)*

PMM 203: Expeditionary Radars (PM EXR)

Ms. Barbara R. Gault - Program Manager Ground/Air Task Oriented Radar (G/ATOR)

Programs:

- *Ground-Air Task Oriented Radar (G/ATOR)*
- *Future Radar Systems (FRS)*

PMM 204: Advanced Amphibious Assault (PM AAA)

Mr. Christopher G. Melkonian - program manager

Programs:

- *Amphibious Combat Vehicle (ACV)*
- *Assault Amphibious Vehicle (AAV)*

PMM 205: Light Tactical Vehicles (PM LTV)

Programs:

- *Light Tactical Vehicles & Trailers (LTV&T)*
- *Joint Light Tactical Vehicles (JLTV)*

PMM 206: Medium and Heavy Tactical Vehicles

Programs:

- *Medium and Heavy Trailers (M&HT)*
- *Medium Tactical Truck (MTT)*
- *Logistics Vehicle System Replacement/Aircraft Rescue Fire Fighting (LVSR/P-19R)*
- *Medium Tactical Vehicle Replacement (MTVR)*

PMM 208: Ground Based Air Defense (PM GBAD)

COL Andrew Konicki - program manager Ground Based Air Defense (GBAD)PMM 208
Don Kelley - ? Program Manager Ground Based Air Defense (GBAD) PMM 208
Scott Neal - Lead Systems Engineer Ground Based Air Defense (GBAD)PMM 208

Programs:

- *A-MANPADS*
- *Marine Air Defense Integrated Future Weapons Systems (MADIS/FWS)*
- *Light Marine Air Defense Integrated System (L-MADIS)*
- *Medium-Range Intercept Capability (MRIC)*

PMM 210: Light Armored Vehicles (LAV)

Steve Meyers - Program Manager Light Armored Vehicles (LAV) PMM 210

Programs:

- *Advanced Reconnaissance Vehicle (ARV)*
- *Light Armored Vehicle (LAV)*

PMM 211: Intelligence Systems and Cyberspace Operations (PM INTEL CO)

Programs:

- *Distributed Common Ground System-Marine Corps*
- *Family of Integrated Targeting and Exploitation*
- *Intelligence Operations*
- *Marine Corps Cyberspace Operations*

Marine Corps: Combat Development Command (MCCDC)

Combat Development & Integration (CD&I)

LTG Eric Austin - Commandant for CD&I and Executive Deputy, MCCDC

Capabilities Development Directorate

BGen Lightfoot - Director, Capabilities Development Directorate, USMC
Dr. Todd Calhoun, SES - Assistant Deputy Commandant for CD&I and Executive Deputy, MCCDC

Marine Corps Warfighting Laboratory/Futures Directorate **MCWL**

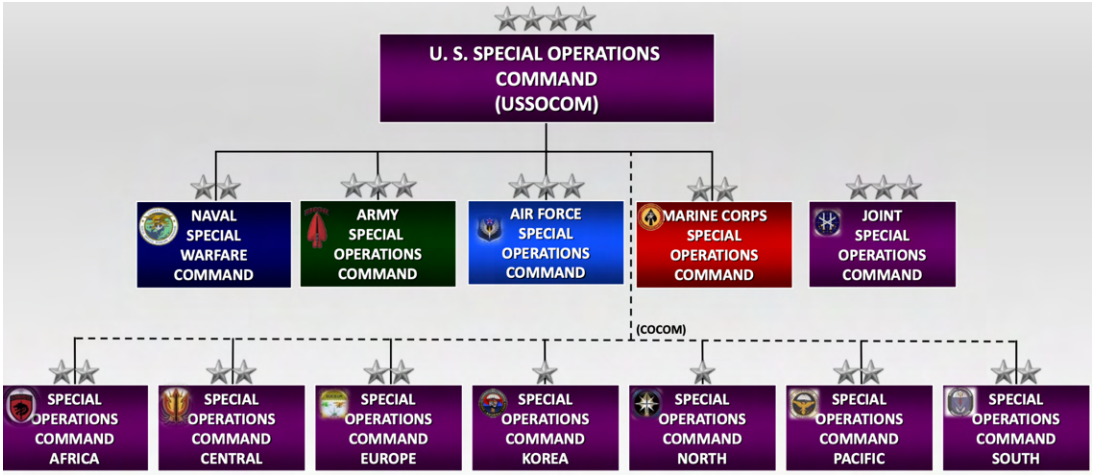
BG General Simon M. Doran - Director Marine Corps Warfighting Laboratory / Futures Directorate and Vice Chief of Naval Research
Mr. Matthew Day - deputy director Marine Corps Warfighting Laboratory
Marine Corps Warfighting Laboratory Rapid Capabilities Office
Jeff Tomczak - science and technology director at Marine Corps, MCWL rapid capabilities office
COL Nathan S. Marvel - Director, MCWL Science and Technology & Rapid Capabilities Office
Elizabeth Jansen- deputy for planning, programming and budgeting Marine expeditionary force science and technology division
Steven Atkinson - AC/S G-9 science and technology

Joint Capabilities Directorate (JCID)

Special Operations Command (SOCOM)

SOCOM 2025 Fact Book

ADM Frank M. Bradley - Commanding General SOCOM
LTG Sean M. Farrell - Deputy Commanding General SOCOM
LTG Frank Donovan - Vice Commander SOCOM



SOCOM is unique as a combatant command that has its own acquisition authority and its own Program Executive Offices (PEOs). SOCOM has nine PEO offices.

SOCOM Headquarters Staff

MG Guillaume N. Beaurpere - Chief of Staff SOCOM

J-1 Personnel

Francisco Pena - Director, J-1

J-2 Intelligence

BG James T. Blejski, Jr - Director J-2

J-3 Operations

Jeromy B. Williams - Director

J-4 Logistics

Christopher L. Paone - Director

J-5 Strategy, Plans and Policy

John A. Pelleriti - Acting Director

J-6 Communications

Peter J. Tragakis - Director

J-7 Joint SOF Force Development and Design

Shawn R. Satterfield -ProvisionalDirector and also Commander for Mobilization and Reserve Affairs:

Acquisition, Technology and Logistics (SOF-ATL)

James H. Smith - Director Acquisition, Technology and Logistics (SOF-ATL)

William J. Innes - Deputy Director, Acquisition, Technology and Logistics (SOF-ATL)

SOCOM acquisition budget - here

SOF-ATL International Operations

J.D. Barnes - Chief International Operations
Bill Oliva - International programs, security assistance
Julius Denson - International Program mgr, FMS/CWT/FCT/DEF
Gail Kemeliotis - International Program coordinator, CWT/FCT/DEF
David Ray - International Program coordinator, FMS
Aki Paylor - International Program coordinator, FMS
Gary Roach - FVEY National Program coordinator, FDR
Youram Levy - FRA National Program coordinator, ICS SA
Mark Kobe - Irregular warfare Tech SPA director, LNO
Michael Laubach - JPN/FIN/NOR/SWE National Program coordinator, FDR

SOFWERX

Run in a Partnership Agreement, between DEFENSEWERX and the United States Special Operations Command (USSOCOM
Leslie Babich - Director of SOFWERX
Anthony "Tony" Pettengill - Deputy Director at SOFWERX
Brian Andrews - CTO of SOFWERX
Amanda Roark - Tech Transfer and STEM Program Manager at SOFWERX

Directorate of Enterprise Information Systems (SOF DIR-EIS)

integrates new/emerging technologies. develops, implements, and manages commercial IT contracts
DIR-EIS portfolio has three capability areas:
Enterprise Systems
Transport Systems
SOF Information Technology Integration Services

SOF: PEO Fixed Wing (PEO-FW)

COL T. Justin Bronder - PEO Fixed Wing

develops and delivers Special Operations (SO)-peculiar manned and unmanned fixed-wing solutions to infiltrate, exfiltrate, and resupply in hostile denied environments:

Programs:

- *AC-130J Ghostrider*
- *OA-1K Skyraider II.*
- *Airborne ISR systems, includes the U-28A aircraft, JAVAMAN, MC-12 Liberty, MQ-1C, and MQ-9.*

SOF: PEO Maritime (PEO-M)

CPT Jared Wyrick - Program Executive Officer Maritime

Undersea Systems

SEAL Delivery Vehicle,Dry Deck Shelter, Dry Combat Submersible, SOF Combat Diving, Uncrewed Undersea Vehicles, Uncrewed Surface Vehicle.

Surface Systems

Combatant Craft Heavy, Combatant Craft Medium, Combatant Craft Assault, Special Operations Craft – Riverine, an. NextGen CCFLIR2, Maritime Precision Engagement.

SOF: PEO Rotary Wing (PEO-RW)

Geoffrey R. Downer - PEO SOF Rotary Wing

advanced rotary wing aircraft: A/MH-6, MH-60, MH-47 aircraft, mission equipment packages providing communications, navigation and aircraft protection, and training systems from combat flight simulators.

SOF: PEO Digital Applications (PEO-SDA)

Special Operations-specific software and data for SOF

COL Rhea Pritchett - Program Executive Officer, PEO SOF Digital Applications (SDA)

One-stop shop for SOF software intensive digital applications

Three product-line portfolios and one government software factory:

Mission Support Systems:

Intelligence and Operations analytics systems that provide a unified SOF Operating Picture

SOF Digital Ecosystem

Data Analytics Services and Tools

Special Operations Mission Planning and Execution

Mission planning and execution software tools

Tactical Assault Kit

Suite of map-based, situational awareness software applications.

SOF: PEO Services (PEO Services)

Mr. Pete Greany - PEO SOF Services

acquisition of Manpower Augmentation and Professional Services

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SOF: PEO Special Operations Forces Support Activity (PEO-SOFSA)

Manfred Little -Deputy PEO - Special Operations Forces Support Activity (PEO-SOFSA)

contracting, financial management, and operations oversight for service contract, which provides contractor logistics support services to SOF

Program Management Office for Expeditionary Support (PM-ES)

delivers logistics support, training, and future logistics capability development for SOF.Current programs include Joint Operational Stocks (JOS) and Foreign / Nonstandard Weapons Material Munitions (F/NWMMP).

SOF: PEO Special Operations Forces Warrior (PEO-SW)

Robert "Ramsey" Oliver – Program Executive Officer Warrior

Develops and fields a $1.5B annual portfolio of capabilities including:
Programs

- Ground Mobility
- Operator Target Acquisition & Visual Augmentation Systems
- Operator Weapon Systems & Accessories
- Operator Ammunition/Demolition/Loitering Munitions
- Operator Equipment, Protection, and Survival
- Operator First Aid Kits, Medic Kits, and Casualty Evacuation

Special Operations Forces (SOF) Warrior Program Management (PM) Offices:

- **Special Programs**
- **Maritime Special Programs**
- **SOF Lethality**
- **Counterproliferation/Counter Uncrewed Systems**
- **Communications and Intelligence Support Systems**
- **Sensitive Activities**
- **Aviation Assessment Activity**
- **Protection and Integration**
- **Family of Special Operations Vehicles**
- **Big Safari**

SOF: PEO Tactical Information Systems (PEO-TIS)

responsible for SOF Integrated sensor systems; Sensitive site exploitation; Remote Capabilities; emplacement, recovery, and tactical communication systems and intelligence and tactical communication systems for Special Operations Forces (SOF).

Nick Ferguson – Program Manager Tactical Information Systems (PEO-TIS)

Department of the Air Force

Air Force: Organizational Language
Air Force: Organizational Hierarchy
Air Force: List of General Officers and SES
Air Force: Budget Materials

HON Dr. Troy E. Meink - Secretary of the Air Force
Matthew Lohmeier - Under Secretary of the Air Force
GEN David W. Allvin - Chief of Staff of the Air Force (retiring Nov 2025)
GEN Thomas Bussiere - Vice Chief of Staff of the Air Force

Air Force Staff

LTG Scott Pleus - Director of Air Force Headquarters Staff
Responsible for developing doctrine, guidance, and plans.

A1: Manpower, Personnel, and Services AF/A1

LTG Caroline M. Miller- Deputy Chief of Staff - Manpower, personnel and services.

A2: Intelligence AF/A2

LTG Max E. Pearson - Deputy Chief of Staff for Intelligence

A3: Operations AF/A3

LTG Case A. Cunningham - Deputy Chief of Staff for Operations

A4: Logistics and Engineering AF/A4

LTG Tom D. Miller - Deputy Chief of Staff for Logistics and Engineering

A5/7: Strategy and Requirements/ Air Force Futures AF/A5/7

LTG David A. Harris Jr.- Deputy Chief of Staff for Air Force Futures

A6: Warfighter Communications and Cyber Systems AF/A6

MG Michele C. Edmondson - Deputy Chief of Staff for warfighter comm and cyber systems

A5/8: Plans and Programs AF/A8

LTG David H. Tabor - Deputy Chief of Staff for Plans and Programs (A8)

A9: Studies and Analysis

Rowayne A. “Wayne” Schatz Jr. SES - Director of Studies and Analysis

A10: Strategic Deterrence and Nuclear Integration

LTG Andrew J. Gebara - Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration

Air Force Chief Information Office SAF/CN

Venice M. Goodwine, SES - Chief Information Officer

Chief Data and AI Office (CND)

Ms. Susan K. Davenport, SES - Chief Data and Artificial Intelligence Officer

Director of Enterprise Information Technology (CNS)

Dr. Keith Hardiman, SES - Director of Enterprise Information Technology

Cecily Odom - senior advisor Enterprise IT Programming and Financial Management

Chief Information Security Officer (CNZ)

James “Aaron” Bishop, SES - Chief Information Security Officer (CISO)

Chief Technology Officer (CTO)

Scott Heitmann - Chief Technology Officer CTO Air Force

Energy, Installations and Environment SAF/IE

Michael E. Saunders, SES - Assistant Sec of the Air Force for Energy, Installations and Environment
Ms. Nancy J. Balkus, SES - Deputy Asst Secretary for Infrastructure, Energy and Environment

MG Alice W Trevino - Deputy Assistant Secretary Contracting

Dr. Darrell F. Zimbelman, SES - Director, Electro-Optical Imagery Satellite Systems, NRO Office

As of July 2025 the Air Force is in the process of assessing the General officer corps. PEO assignments are most likely going to change.

The Secretary of the Air Force/Small Business (SAF/SB)

Scott A. Kiser - Director Air Force/Small Business
Yolanda Felder - Director, US Space Force Small Business Programs

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Office of the Assistant Secretary of the Air Force for Space Acquisition and Integration (SAF/SQ)

MG *Stephen Purdy* - assistant secretary for space acquisition and integration

Space Development Agency (SDA)

Reports to the Assistant Secretary of the Air Force for Space Acquisition and Integration for acquisition matters and to the Chief of Space Operations for all other matters.

Dr. Gurpartap “GP” Sandhoo - Acting Director of the Space Development Agency
Mike Eppolito - acting deputy director Space Development Agency
Heather Campbell - Chief Operations Officer and Director of Staff of (SDA)
Brian Kantsiper - Chief Engineer at Space Development Agency
Michael Pagels - Chief Information Officer & Chief, Battle Management (BMC3)at (SDA)
Ted Bujewski - Director, Small Business Programs - Space Development Agency
Sean Allen - Chief SDA TAP lab (SSC)
Jennifer D Elzea - Director of strategic engagement

Capability Office

Supports the Proliferated Warfighter Space Architecture (PWSA) programs from requirement identification to launch and operations. Includes the Warfighter Integration Cell, Tracking, Transport,

Custody, Navigation, Battle Management, Red, and Ground & Launch cells. “Tranches” are iterations of its Proliferated Warfighter Space Architecture
COL Alexander Rasmussen - Chief Capability Officer - Space Development agency
Nathan Getz - Director Data Communications Cell
Michael Sekerak - Chief Engineer Tranche 1 - Space Development Agency
William J. Palermo - Program Director SDA Tranche 1 at Space Development Agency
Dean Ridgely - Tranche 0 WFOV Program Manager at Space Development Agency
Devon Lindeboom · Program Manager, Tranche 1 Space Development Agency
CPT Stephanos Rahimzadeh - Program Manager Optical Communications

Custody

The SDA resilient layered network of military satellites and supporting elements is now theThe Proliferated Warfighter Space Architecture (PWSA) will enable 24/7, all-weather custody of time-sensitive targets to support engagement by advanced weapons,
Dr. Sanjay Parthasarathy - Director custody and emerging technologies

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Office of the Assistant Secretary of the Air Force for Acquisition, Technology and Logistics (SAF/AQ)

William D. Bailey, SES - Acting Assistant Secretary for Acquisition, Technology and Logistics
Ms. Darlene J. Costello Principal Deputy for Acquisition, Technology and Logistics
LTG Dale R. White - Military Deputy -responsible for research and development, test, production, product support

SAF/AQ oversees Air Force research, development, acquisition and program sustainment activities totaling an annual budget in excess of $60 billion for more than 550 acquisition programs.

Science, Technology & Engineering (SAF/ST&E)

AFRL (under AFMC) executes most S&T; AQR sets policy/advocacy and ensures transition pathways (often hand-in-glove with SAF/AQT for maturation/prototyping)

Kristen Baldwin, SES - Deputy Asst Secretary for Science, Technology & Engineering - DAF Chief Engineer

Logistics & Product Support SAF/AQT

Devin Cate - Deputy Assistant Secretary Logistics & Product Support SAF/AQT

Contracting SAF/AQC

Acquisition Integration SAF/AQX

Steven D. Wert SES - Deputy Assistant Secretary for Acquisition Integration SAF/AQX

Special Programs SAF/AQL

Global Power SAF/AQP

Global Reach SAF/AQQ

Integrated Capabilities Command, Provisional ICC(P)

MG Mark W. Mitchum - Commander Integrated Capabilities Command
BG Matthew Groves - Director of capability development at Integrated Capabilities Command
Jim Hartle - Deputy Commander Integrated Capabilities Command
Elizabeth Kreft Brienza - Chief of Staff Integrated Capabilities Command (P)
James Finlayson - Director of Intelligence
Michael Curry - Director of Mission Integration
Air Force Integrated Capabilities Command and the Air Force Materiel Command Integrated Development Office- combine "so our requirements work, our capabilities, development, and our resource recommendations together so that when an industry partner or an S&T lab has an idea, they can actually see the whole path from prototype to product, from the first research contract to a program of record."
Lorenzo Vallone - technical director of the Integrated Development Office

The Air Force has twenty Program Executive Offices (PEOs).

An Air Force Program Executive Officer may be responsible for a specific program (e.g., the Joint Strike Fighter), or for an entire portfolio of similar programs (e.g., the Air Force PEO for Space, who is responsible for all acquisition programs at the Air Force Space Command Space and Missile Systems Center). PEOs are typically delegated ACAT II and III Milestone Decision Authority (MDA) for programs in their portfolios.

Air Force: PEO Rapid Capabilities Office (AFRCO)

William D. Bailey, SES - Program Executive Officer, Air Force Rapid Capabilities Office
Manges X-37B and other black programs and urgent capabilities quickly, outside normal acquisition processes.

AFRCO not listed as a traditional PEO in Air Force acquisition org charts but it operates like one. It performs PEO-like functions: it manages entire programs from development through sustainment, with its own contracting authority and direct reporting to senior leadership. Think of it as a special-purpose PEO for black and urgent programs. The AFRCO Director (a 3-star equivalent) reports directly to SecAF and CSAF. Gives AFRCO exceptional speed and top-cover.

AFRCO reports to a board of directors chaired by the Under Secretary of War for Acquisition and Sustainment and includes the Secretary of the Air Force, the Chief of Space Operations, and the Assistant Secretary for Acquisition. (The Space Force and Navy both have their own RCOs.)

Air Force Material Command

LTG Linda S. Hurry - Deputy Commander, Air Force Materiel Command
MG Slominski - Mobilization Assistant to the Commander, Air Force Material Command
Lorna B. Estep, SES - Executive Director, Air Force Materiel Command
Joseph A. Baker, SES- Director of Engineering and Technical Management and Chief Engineer, AFMC
Amanda Gentry, SES - Director of the Air Force Materiel Command Integrated Development Office
BG Jason E. Lindsey - Director of Strategic Plans, Programs, Requirements, and Analyses, AFMC

BG Brian R. Moore serves - Director Logistics, Civil Engineering, Force Protection, and Nuclear Integration

Air Force: PEO Combat and Mission Support (Services) (CM)

Nancy Andrews - Program Executive Officer Combat and Mission Support (Services)
PEO CMS sits in the Air Force Installation and Mission Support Center (AFIMSC), which is a subordinate unit of Air Force Materiel Command (AFMC). This PEO portfolio covers contracts, services, base operations, and enterprise mission support rather than aircraft or weapons

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AFLCMC Air Force Life Cycle Management Center

AFLCMC is part of the Air Force Materiel Command.

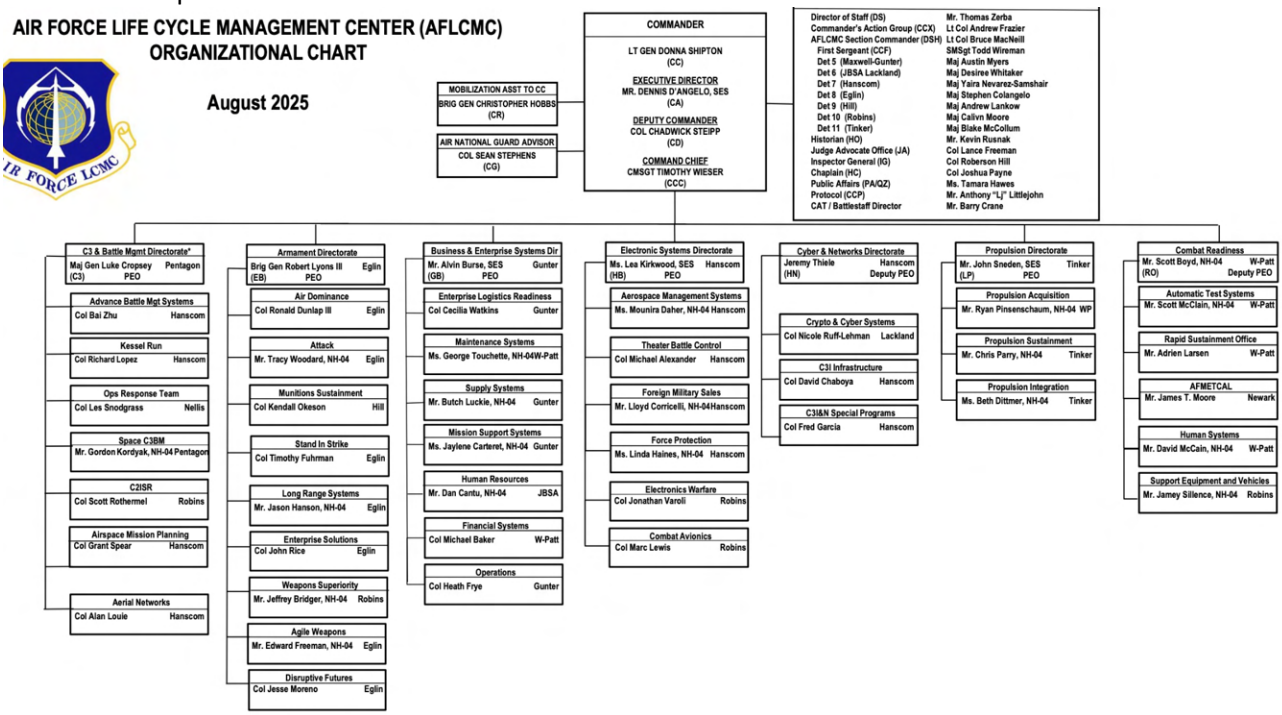
LTG Donna D. Shipton – Commander Air Force Life Cycle Management Center
COL Chadwick Steipp - Deputy Commander Air Force Life Cycle Management Center
Dennis D'Angelo - Executive Director Air Force Life Cycle Management Center
Dr. Christopher Colliver, Defense Intelligence SES - Technical Advisor for ISR, and Acquisition Intelligence

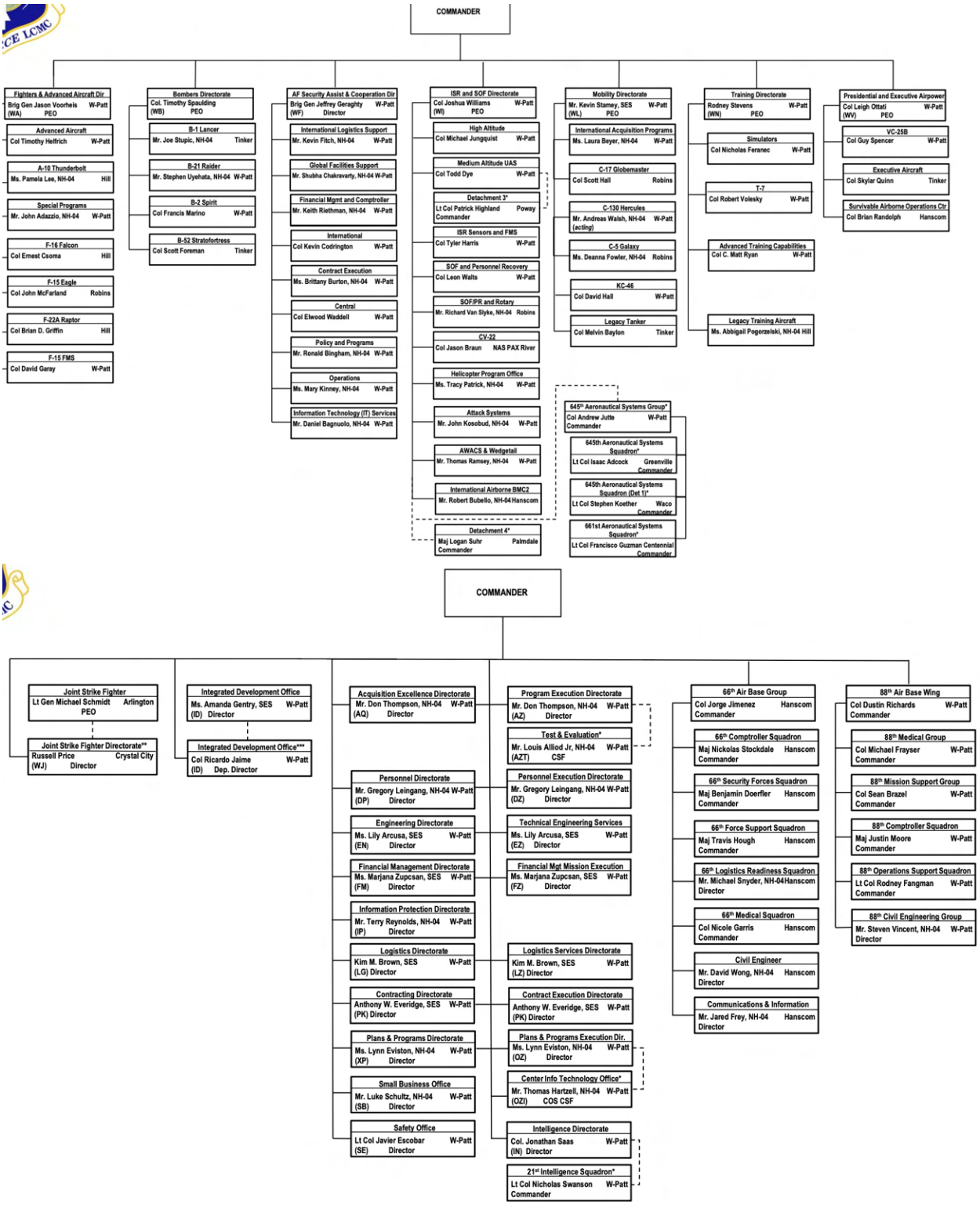
Engineering Directorate
Lily Arcusa SES - Director of Engineering and Technical Management Chief Engineer

Acquisition Excellence Directorate
Mr. Don Thompson - Director

Small Business Office
Mr. Luke Schultz, NH-04 - Director

Program Execution Directorate
Mr. Don Thompson - Director





AFLCMC: PEO Command, Control, Communications (C3) and Battle Management (C3BM)

MG Luke Cropsey - Program Executive Officer
Mr. Gordon Kordyak - deputy PEO C3BM

Brian Tipton – Chief of Architecture and Engineering
Katleyn Nelson - Director C3BM

Responsible for the DAF BATTLE NETWORK -the Air Force JADC2, an integrated system-of-systems connecting sensor, effector, and logistics systems.
C3BM is made of Architecture and Systems Divisions plus Acquisitions Divisions

Architecture Divisions

Air Mission Integration Team (AMIT)
Technical architecture and integration of DAF BATTLE NETWORK.

Architecture and Systems Engineering(ASE)
Lead for design and engineering the DAF Battle Network

Maritime Mission Integration Team (MMIT)
Technical architecture and integration of DAF BATTLE NETWORK for contested Maritime.

Space Mission Integration Team (SMIT)
Analysis, architecture, and integration of the DAF BATTLE NETWORK for contested space

Land Mission Integration Team (LMIT)

Homeland Air Defense Mission Integration Team (HMIT)

Acquisitions Divisions

Advanced Battle Management System (ABMS)
COL Bai Zhu - Senior Material Leader - Hanscom
fielding aerial and terrestrial digital infrastructure, software and applications, and distributed nodes for command and control, and battle management
COL Christopher Cannon - Advanced Battle Management Cross-Functional Team lead
COL Jonathan Zall - Advanced Battle Management System Capability Integration chief
Tactical Operations Center-Light
Steve Ciulla -ABMS TOC-L program manager
Deployable Systems Branch
Lt. COL Micah Graber - ABMS Deployable Systems Branch materiel leader
branches include:

- Digital Infrastructure
- Aerial Networks
- Deployable Systems
- Software and Applications
- Deployable Systems
- Enterprise Systems Engineering Team

Air Force's contribution to the Combined Joint All-Domain Command and Control (CJADC2).

Aerial Networks Division (AFLCMC/HNA)
COL Alan Louie - Senior Material Leader

Airspace Mission Planning
COL Grant Spear- Senior Material Leader - Hanscom
solutions to enable mission planning and command and control for Joint service warfighters

Command, Control, Intelligence, Surveillance, and Reconnaissance (C2ISR)
COL Scott Rothermel - Senior Materiel Leader - Robbins
acquisition and sustainment for weapons systems and mission-critical capabilities supporting the Air Force intelligence community. manage systems for collecting, processing and disseminating intel

- Distributed Common Ground System (DCGS) multi-sensor derived intelligence, and kill chain enabling capabilities.
- Integrated Broadcast System (IBS) generates and disseminates secure tactical intelligence data to warfighters via multiple transmission modes.
- The Global Command and Control System Air Force (GCCS-AF) presents battlespace visualization to combatant commanders

Kessel Run
COL Richard Lopez – Senior Material Leader - Hanscom
delivers resilient command and control and targeting software capabilities
Jennifer McBee – Deputy Chief Kessel Run
Operational Response Team (ORT)
COL Rowland Cardoni - Senior Materiel Leader - Nellis

AFLCMC: PEO Armament Directorate (EB)

Acquire and support all non-nuclear munitions
BG Robert Lyons III - Program Executive Officer Armament Directorate - Eglin
Commercial phone: 850-882-5422
Air Dominance Division (AFLCMC/EBA)
COL Robert Dunlap - Eglin
Attack Division (AFLCMC/EBD)
Mr. Tracy Woodard– Nh-04 -Program Manager Attack, Armament Directorate - Eglin
Munitions Sustainment Division (AFLCMC/EBH)
COL Kendall W. Okeson-— Program Manager Munitions Sustainment, Armament Directorate - Hill
Stand-In Strike Division (AFLCMC/EBI)
COL Timothy Fuhrman - Air Dominance capabilities - Eglin
Long Range Systems Division (AFLCMC/EBI)
Mr. Jason Hanson, NH-04 -— Program Manager Long Range Systems, Armament Directorate - Eglin
Rapid Enterprise Solutions Division (AFLCMC/EBR)
COL John Rice -— Program Manager Rapid Enterprise Systems, Armament Directorate - Eglin
Agile Weapons Division (AFLCMC/EBX)
Mr. Edward Freeman Program Manager Adaptive Weapons - Eglin
Weapons Superiority Division (AFLCMC/EBU)
Mr. Jeffery Bridger, NH-04 -— Program Manager Weapons Superiority, Armament Directorate - Robbins
Disruptive Futures Division (AFLCMC/EBZ)
COL Jesse Moreno, NH-04 – Program Manager Disruptive Futures, Armament Directorate - Eglin
Detachment 8
MAJ Stephen J. Colangelo – Commander Detachment 8 - This is the CSS team

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AFLCMC: PEO Business and Enterprise Systems Directorate (BES)

Mr. Alvin Burse, SES-Program Executive Officer, Business&Enterprise Systems Directorate-Gunter
COL Zachary Gray - Deputy Program Executive Officer and Deputy Director
IT solutions for mission support and combat roles. Organization details here.

Enterprise Logistics Readiness (GB4)
COL Cecilia Watkins – Program Manager and Director- Gunter
Business Portfolio Office
Mr. Matthew McKinnis - Chief Business Portfolio Office
Enterprise Logistics Readiness
Mr. Rich Hricko - Enterprise Logistics Readiness Portfolio Manager

Maintenance Systems
Ms. George Touchette, NH-04W Portfolio Manager -Wright Patterson

Supply Systems
Mr. Butch Luckie, NH-04 -Gunter

Mission Support Systems (GB5)
Ms. Jaylene Carteret, NH-04– Portfolio manager - Gunter
Mr. Joe Munger - Deputy Portfolio Manager

Human Resources (GBH)
Mr. Dan Cantu, NH-04– Portfolio manager– JBDA
Lynne Hamilton - Deputy Portfolio manager
Dave Desforges, NH-04 - Enterprise Resource Planning
Jason Hale, NH-04 - Cloud System Sustainment
Michael Fitzpatrick, NH-04 - Platform Modernization And Integration

Financial Systems (GBG)
COL Michael Baker– Senior Material Leader -Wright Patterson
Dr. Dominic Saxton, Deputy
LTC Orson Porter - Product Manager: Financial ERP Product Line
Mike Bums NH-04 - Deputy Product Manager: Financial ERP Product Line
Tony Nicholson NH-04 - Product Manager: Financial Planning Product Line
Glenn Regan NH03 - Deputy Product Manager Financial Planning Product Line
Michael McDown NH-04- Product Manager Financial Operations Product Line
Matt Rookard GS-13 - Product Manager Financial Support Product Line

Operations (GBO)
COL Heath Frye– Division Chief - Gunter
Mr. Wayne Whetsell, Deputy Chief

Customer Services
?? – Program manager Customer Services, BES Directorate

Service Management
David Sampson, NH-04 – Program manager Service Management, BES Directorate

Program Execution Group
Marcie Rhodes, NH-04 – Program manager Program Execution Group, BES Directorate
LTC Hough - Materiel Leader of the Enterprise Logistics Systems Civil Engineering Division BES Directorate

Cybersecurity
Bill Kramer, NH-04– Program manager Cybersecurity, BES Directorate

Technical Services
Toy Robinson, NH-04 -Program manager Technical Services, BES Directorate

Financial Services
Melissa Eubanks– Program manager Financial Services, BES Directorate

Contracting Services
Terry Schooley - Program manager Contracting Services, BES Directorate
Legal Services
LTC Phillip Ervie Program manager Legal Services, BES Directorate
The Small Business Office (SBO)
Yolanda B. McCain, Director, Small Business Programs yolanda.mccain@us.af.mil
Business And Enterprise Systems Product Innovation (BESPIN) GBO
an Air Force Software Factory - Customer Engagement Team: info@teambespin.us

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AFLCMC: PEO Electronic Systems Directorate (HB)

Ms. Lea Kirkwood, SES – Program Executive Officer - Hanscomb
Aerospace Management Systems
Ms. Mounira Daher - program manager - Hanscom
Theater Battle Control
COL Michael Alexander -program manager - Hanscom
Foreign Military Sales
Lloyd Corricelli, NH-04- program manager - Hanscom
Force Protection
Linda Haines, NH-04, program manager - Hanscom
Electronics Warfare
COL Jonathan Varoli - Hanscom
Combat Avionics
COL Marc Lewis - Hanscom

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COCOM C2
Stacy Furcini, NH-04 , program manager COCOM C2, PEO Digital
Aerospace Dominance Enabler
?, program manager Aerospace Dominance Enabler, PEO Digital
Qatar IAMD
??, program manager Qatar IAMD, PEO Digital
International Airborne BMC2
Robert Bubello, NH-04 -program manager International Airborne BMC2, PEO Digital

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AFLCMC: PEO Cyber and Networks Directorate (HN)

Jeremy Thiele– Deputy Program Executive Officer, Cyber and Networks Directorate

Cryptologic & Cyber Systems Division (AFLCMC/HNC)
COL Nicole Ruff-Lehman - Senior Materiel Leader
C3I Infrastructure Division (AFLCMC/HNI)
COL David Chaboya- Program manager C3I and Networks Directorate
C3I&N Special Programs Division (AFLCMC/HNJ)
COL Fred Garcia - Program manager Special Programs Cyber and Networks Division

AFLCMC: PEO Propulsion Directorate (PB)

John Sneden SES - Director Propulsion Directorate

Propulsion Acquisition

Ryan Pinsenschaum, NH-04 – Program Manager Propulsion Acquisition, Propulsion Directorate

Propulsion Sustainment

Chris Parry - NH-04- Program Manager Propulsion Sustainment , Propulsion Directorate

Propulsion Integration

Beth Dittner, NH-04 Program Manager Propulsion Integration , Propulsion Directorate

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AFLCMC: Combat Readiness Directorate (RO)

Merged the Agile Combat Support Directorate and Rapid Sustainment Office

Mr. Scott Boyd - Deputy Program Executive Officer - Combat Readiness, Combat Readiness

Automatic Test Systems

Scott McClain, NH-04 – Program Manager, Automatic Test Systems

Rapid Sustainment *Office*

Mr. Adrien Larsen - RSO Division Chief

James Lawrence – Deputy Program Executive Officer

COL (S) Todd C. Dawson RSO Military Deputy

Rapid, Agile Integrated Capabilities (RAIC)

Michael Roquemore - RAIC Chief

Maj. Jason Quadros, Deputy Chief AMPO

Mr. Mitch Shedden, Lead Engineer

Air Force Metrology and Calibration AFMETCAL

Mr. James Moore - Program Manager, AF METCAL

Human Systems

Mr. David McCain – Program Manager, Human Systems

Support Equipment and Vehicles

Mr. Jamey Silence – Program Manager, Support Equipment and Vehicles

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Portfolio Analysis

Dennis Deitner, NH-04 – Program Manager, Portfolio Analysis

AFLCMC: PEO Fighters and Advanced Aircraft Directorate (WA)

BG Jason D. Voorheis - Program Executive Officer

Rapid design, fielding, and replacement of small-batch, advanced aircraft.

Commercial Phone: 937-713-6500

Advanced Aircraft (AFLCMC/WAC)

COL Timothy Helfrich - Program Manager Advanced Aircraft

A-10 Thunderbolt (AFLCMC/WAA)
Pamela Lee, NH-04 – Program Manager A-10 Thunderbolt
Special Programs (AFLCMC/WAG)
John Adazzio -— Program Manager Special Programs
F-22A Raptor (AFLCMC/WAU)
COL Brian D. Griffin– Program Manager F-22A Raptor
F-15 Eagle (AFLCMC/WAQ)
COL John McFarland – Program Manager F-15 Eagle
F-15 Foreign Military Sales FMS
COL David Garay - Program Manager F-15 Foreign Military Sales
F-16 Falcon (AFLCMC/WAM)
COL Ernest Csoma - – Program Manager F-16 Falcon

AFLCMC: PEO Bombers Directorate (WB)

COL Timothy Spaulding - Program Executive Officer
Commercial Phone: 937-713-2500

B-1 Lancer Division (AFLCMC/WBN)
Joe Stupic, senior materiel leader at the B-1 program office
COL David Hanisch, Deputy Assistant Program Manager
B-2 Spirit Division (AFLCMC/WBZ)
COL Francis Marino - Program Manager B-2 Spirit, Bombers Directorate
B-21 Lancer Division (AFLCMC/WBS)
Mr. Stephen Uyehata, NH-04 - Program Manager B-21 Raider
B-52 Stratofortress Division (AFLCMC/WBD)
COL Scott Foreman - Program Manager B-52, Bombers Directorate

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AFLCMC: PEO Intelligence, Surveillance, and Reconnaissance and SOF Directorate (WI)

Acquires aerial and space-based surveillance and reconnaissance platforms
COL Joshua Williams – PEO - Wright Patterson
Kathy Sowers – Deputy PEO Intelligence, Surveillance, and Reconnaissance and SOF

High Altitude Intelligence, Surveillance, and Reconnaissance Systems
COL Michael Jungquist - Senior Materiel Leader - Wright Patterson
Medium Altitude UAS
COL Todd Dye – Program Manager - Wright Patterson
Detachment 3
LTC Patrick Highland, Commander Detachment 3 - Poway
ISR Sensors and FMS
COL Tyler Harris – Program Manager - Wright Patterson
SOF and Personnel Recovery
COL Leon Walts – Program Manager - Wright Patterson

SOF and Personnel Recovery and Rotary
Mr. Richard Van Slyke, NH-04 – Program Manager - Robins
CV-22
COL Jason Braun – Program Manager - NAS PAX River
Helicopter Program Office
Ms. Tracy Patrick, NH-04 04– Program Manager - Wright Patterson
Attack Systems
Mr. John Kosobud, NH-04– Program Manager Attack Systems- Wright Patterson
E-3 AWACS and Wedgetail
Thomas Ramsey, NH-04, program manager - Wright Patterson
International Airborne BMC2
Mr. Robert Bubello, NH-04- Hanscom
Detachment 4
Major Logan Suhr - Commander

Capabilities Development Office (CDO)
Benjamin Tran - Chief Capabilities Development Office (CDO)

AFLCMC: PEO Mobility Directorate (WL)

937-255-9300 Email: aflcmc.wl@us.af.mil
Kevin Stamey, SES - Program Executive Officer Mobility & Training Aircraft Directorate

International Acquisition Programs (AFLCMC/WLI)
Laura Beyer, NH-04 - Program Manager International Acquisition Programs
C-17 Globemaster (AFLCMC/WLM)
COL Scott Hall - Program Manager C-17 Globemaster
C-5 Galaxy (AFLCMC/WLS)
Deanna Fowler - Program Manager C-5 Galaxy
C-130 Hercules (AFLCMC/WLN)
Mr. Andreas Walsh - Acting Program Manager C-130 Hercules
KC-46 (AFLCMC/WLC)
COL David Hall - Program Manager KC-46
Legacy Tankers / KC-135 (AFLCMC/WLT)
COL Melvin Baylon - Program Manager Legacy Tanker

Future Tankers (AFLCMC/WLY)
Commercial Derivative Aircraft
COL David M. Hall - Program Manager Commercial Derivative Aircraft

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AFLCMC: PEO Joint Strike Fighter Directorate (JSF)

Manages the acquisition and fielding of the F-35 Joint Strike Fighter
Lt Gen Michael Schmidt– Program Executive Officer

Joint Strike Fighter Directorate
Mr. Ronald Taylor – Program Manager F-35 Joint Strike Fighter

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AFLCMC: PEO Training Directorate (WN)

Email: aflcmc.wn@us.af.mil
Rodney Stevens, SES - Program Executive Officer - Wright Patterson
COL Carlos A. Quinones - Deputy Program Executive Officer Training Directorate

Simulators (AFLCMC/WNS)
COL Nicholas Feranec
T-7 Redhawk (AFLCMC/WNB)
COL Robert Volesky - Program Manager T-7 - Wright Patterson
Advanced Training Capabilities (AFLCMC/WNR)
COL C. Matt Ryan - Wright Patterson
Legacy Training Aircraft (AFLCMC/WND)
Ms. Abbigail Pogorzelsk, NH-04 – Program Manager Legacy Training Aircraft - Hill

AFLCMC: Security Assistance and Cooperation Directorate (AFSAC)

Brig General Jeffery Geraghty - Director
Mr. Shawn Lyman - Deputy Director, (AFSAC) Directorate
International Logistics Support(AFLCMC/WFA)
Mr. Kevin Fitch, NH-04 - Director
Contract Execution (AFLCMC/WFK)
Ms. Brittany Burton, NH-04 - Director
Global Facilities Support (AFLCMC/WFE)
Mr. Shubha Chakravarty, NH-04 - Director
Financial Mgmt and Comptroller (AFLCMC/WFF)
Mr. Keith Riethman, NH-04 - Director
International (AFLCMC/WFI)
COL Kevin Codrington - Director
Central (AFLCMC/WFM)
COL Elwood Waddell- DIrector
Policy and Programs (AFLCMC/WFN)
Mr. Ronald Bingham - Director
Operations (AFLCMC/WFO)
Ms. Mary Kinney, NH-04 - Director
Information Technology (IT) Services (AFLCMC/WFR)
Mr. Daniel Bagnuolo, NH-04 - Director
Foreign Military Sales
Michael Duron, NH-04 - Program Manager, Foreign Military Sales

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AFLCMC: PEO Presidential and Executive Aircraft Directorate

COL William L. Ottati - Program Executive Officer - Wright Patterson

Fields aircraft to transport VIPs.

Presidential and Executive Airpower

COL Guy Spencer - Program Manager VC-25B "Next Air Force One

Executive Aircraft

COL Skylar Quinn- Program Manager

Survivable Airborne Operations Center

COL Brian D. Randolph- Program Manager - Hanscom

Air Force Nuclear Weapons Center (AFNWC)

Part of the Air Force Material Command

Brig. Gen. William Rogers – Commander Air Force Nuclear Weapons Center (AFNWC)

Joseph (John) M. Oder - Executive Director Air Force Nuclear Weapons Center (AFNWC)

COL Anthony G. Rhodes - Deputy Commander Air Force Nuclear Weapons Center (AFNWC)

COL Thomas Niday - chief scientist at AFNWCCOL Thomas Niday, chief scientist at AFNWC

AFNWC: PEO for Air-Delivered Capability Directorate (NAD)

Waldine Messmore – acting PEO Nuclear Air-Delivered Systems Directorate (NAD)

COL Summer Clovis - acting deputy PEO Nuclear Air-Delivered Systems Directorate (NAD)

Deputy program managers and product support managers for nuclear matters embedded in program offices for the B-2, B-21, B-52, F-15, F-16, F-35, and automatic test systems and support equipment. The directorate is responsible for delivering, sustaining and supporting air-delivered nuclear weapon systems Programs include:

- **B61-12 Life Extension Program and tail kit**
- **Long Range Stand-Off Weapon**
- **W80-4 Life Extension Program**
- **Overseas Weapon Storage and Security System**
- **Secure Transportable Maintenance System**
- **Protective Aircraft Shelter Interior Intrusion Detection System,**
- **Air-Launched Cruise Missile (AGM-86B/C/D) sustainment**

Direct Reporting Programs

Three of the DoW's most expensive programs, the Navy's Columbia SSBN, the Air Force Sentinel ICBM replacement, and the new Golden Dome now report directly to Steve Feinberg, Deputy Secretary of War. This means that the PEO offices for Navy's Columbia and the Air Force Sentinel will move as direct reports to the Deputy Secretary by the end of 2025.

AFNWC: PEO Intercontinental Ballistic Missile Systems Directorate

BG William Rogers - program executive officer Intercontinental Ballistic Missile Systems Directorate

Responsible for the modernization and sustainment of ICBMs and associated weapon system command and control, flight and launch systems, missile silos, and other ground infrastructure.
Has two program offices:

Intercontinental Ballistic Missile (ICBM) Systems Directorate

Brig. Gen. William Rogers – Director ICBM Systems &.dual hatted as the Air Force PEOs for ICBMs

- *LGM-30G Minuteman III*
- *LGM-35A Sentinel*

AFNWC: PEO Nuclear Command, Control & Comms Integration Directorate (NC3)

Scott Hardiman - Program executive officer Nuclear Command, Control and Communications Integration Directorate (NC3)

Responsible for integrating the AN/USQ.225 NC3 Weapon System across the Air Force.

AFNWC: Nuclear Technology and Integration Directorate

Scott Hardiman - Director Nuclear Technology and Integration Directorate
Scott Robertson- Director Nuclear Technology and Integration Directorate

Responsible for providing intelligence support to AFNWC, analyzing the full spectrum of weapons effects to support acquisition programs and inform tactics and procedures, and assessing current and future nuclear systems to identify and mitigate potential vulnerabilities. The directorate is also responsible for managing the Air Force's Nuclear Certification Program and leading the capability development initiatives for all pre-Milestone A/B activities within the center.

Air Force Research Laboratory (AFRL)

Part of the Air Force Material Command.
BG Jason E. Bartolomei - Commander, Air Force Research Laboratory, Air Force Materiel Command
Dr. Kevin T. Geiss, SES - Acting Executive Director, Air Force Research Laboratory
Dr. Kathy-Anne Soderberg - Acting Chief Technology Officer for the Air Force Research Laboratory
COL Karl W. Seekamp - Deputy Commander of the Air Force Research Laboratory
Dr. Andrew 'Andy' Williams - Deputy Technology Executive Officer for Space

Aerospace Systems Directorate (RQ)

Dr. Michael R. Gregg, SES - Director Aerospace Systems Directorate

Space Vehicles Directorate (RV)

COL Richard R. Beckman - Commander, Phillips Research Site/Director Space Vehicles Directorate

Sensors Directorate (RY)

COL Rodrick Koch - Acting Director of the Sensors Directorate

Directed Energy Directorate (RD)

Erin N. Pettyjohn, SES - Director, Air Force Research Laboratory

Munitions Directorate (RW)
COL Matthew Caspers - Commander and Director for the Munitions Directorate
Materials and Manufacturing Directorate (RX)
Dr. Charles D. Ormsby, Senior Scientific Technical Manager -acting Director, Materials and Manufacturing
Information Directorate (RI)
COL Greg E. Stevens- Director, Information Directorate, Commander, Detachment 4, AFRLab Rome, NY
Integrated Capabilities Directorate (RS)
Adam S. Remaly - acting director of the Integrated Capabilities Directorate
Anthony Thomas - Chief Engineer
Reid Melville - Chief Innovation Officer
COL Joshua D. Rasmussen - Military Deputy
Michael Schneider - Integration and Operations Deputy Division Chief
The Air Force Office Of Scientific Research (AFOSR)
Dr. Lovica Ware - Acting Director, Air Force Office of Scientific Research (AFOSR)
AFWERX (RG)
COL Nathan C. Stuckey - Director of AFWERX and the Chief Commercialization Officer of the Air Force
Air Force SBIR/STTR Program
SPACEWERX
Arthur F. Grijalva - Director of SpaceWERX
Mary Shippy - Strategic Partnerships Lead SpaceWERX
Space Ventures
Space Force SBIR/STTR

AFRL has two types of directorates, functional directorates and technology directorates. Functional directorates provide specialized support, strategic direction and oversight of the operations and business research, development and innovation functions of AFRL. Technology directorates focus on development and innovations and are separated by technological capabilities. The 711th Human Performance Wing is made up of two units supporting a similar capability.

Air Force SBIR (Small Business Innovation Research) program reports to AFWERX, which is the innovation arm of the Department of the Air Force and part of the Air Force Research Laboratory (AFRL). Specifically, it is under the AFVentures arm of AFWERX.

Space Force

Space Force: Organizational Language

Space Force: Organizational Hierarchy

Space Force: General Officers

Space Force: Space Operations

Gen. B. Chance Saltzman - Chief of Space Operations
LTG Shawn N. Bratton - Vice Chief of Space Operations
Air Marshal Paul "Godders" Godfrey- Asst Chief of Space Operations for Future Concepts & Partnerships
MG Richard L. Zellmann - Deputy Commander Combined Joint Task Force Space Operations

Space Force Staff

? - Director of Staff, Headquarters, U.S. Space Force
Responsible for developing doctrine, guidance, and plans.

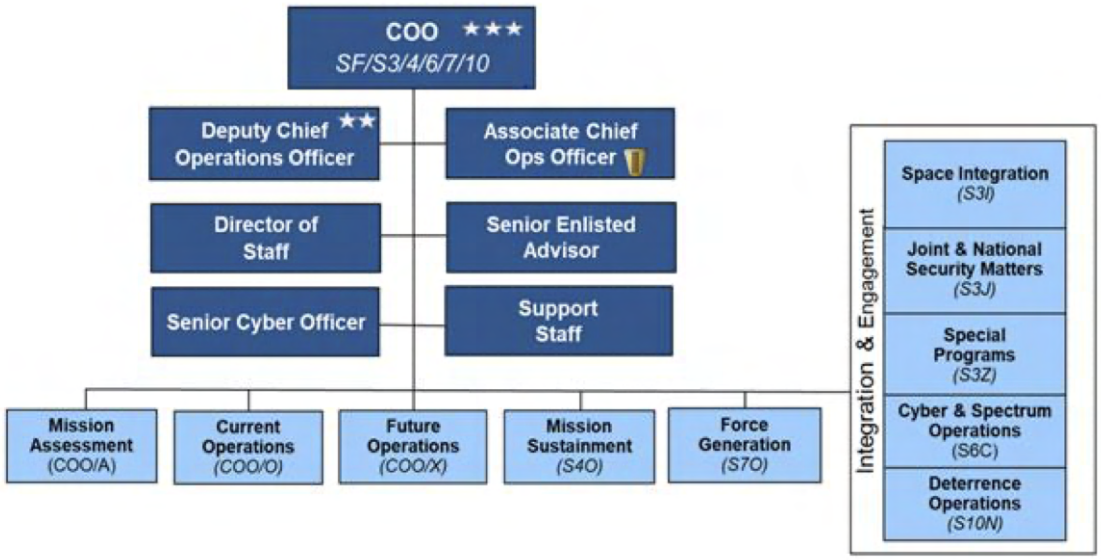
S-1: Personnel / Human Capital

Katharine Kelley, SES - Deputy Chief for Human Capital (SF/S1)
Todd L. Remington, SES - Associate Deputy Chief for Personnel (SF/S1)
CMSgt Abi Scott - Senior Enlisted Advisor SF/S1
Director, Analysis and Systems (SF/S1A)
Director, Civilian Policy and Management (SF/S1C)
Director, Force Development (SF/S1D)
Director, Senior Leader Management (SF/S1L):
Director, Manpower (SF/S1M):
Director, Military Policy and Management (SF/S1P)
Director, Quality of Life & Resilience (SF/S1Q)
Director, Enterprise Talent Management (SF/ETM)

S-2: Intelligence

BG Brian D. Sidari -Deputy Chief for Intelligence (SF/S2)
Ed Mornston - Assistant Deputy Chief for Intelligence (SF/S2)
Director, Analysis and Production (S2A)
Director, ISR Partnerships and Integration (S2I)
Director, Warfighter Support (S2P)
COL John V. Otte - Director, ISR Resources and Requirements (S2R)
Director, Space Force Cryptologic Office (S2C)
Director, Space Force GEOINT Office (S2G):

S-3/4/7/10: Space Operations and Nuclear (Chief Operating Officer) SF/COO



BG Shay Warakomski - Assistant Deputy Chief, Cyber, and Nuclear
Karl D. Herbert- Director of Staff/Chief Operations Officer S3/4/7/10
Steve Cummings - Director of Force Assessment (COO/S3A)
COL Mia L. Walsh - Director, Current Operations (COO/S33)
COL Evan J. Briggs - Director, Future Operations (COO/S35)
COL Joseph Tobin - Director, Training (S3T)
COL Kelly Anderson - Director, Joint and National Security Council Matters (S3J)
Mr. Roberto R. Colon - Director, Special Programs (S3Z)
COL Marcia Quigley - Director, Mission Sustainment (S4O)
Director, Cyber and Spectrum Operations Integration (S6C)
COL Nathan D. Boardman - Director, Force Generation (S7O)
Director, Deterrence Operations (S10N)

S-5/8: Strategy, Plans, Programs, Requirements, and Analysis SF/CSRO

LTG David Miller - Deputy Chief for Strategy, Plans, Programs, Requirements, and Analysis (CSRO)
Jessica P. Powers- Assistant Deputy Chief for Strategy, Plans, Programs, Requirements, and Analysis
Assistant Deputy Chief of Space Operations
Director, Science, Technology, and Research (STR)
Director, Innovation and Digital Transformation (IDT)
Director, Digital Infrastructure, Data, and Data Analytics (IDA)
Director, Analysis (S9)

S-6: Cyber and Data

Ms. Charleen Laughlin- Deputy Chief for Cyber and Data
COL Nathan L. Iven - Assistant Deputy Chief for Cyber and Data

The Space Force has eight Program Executive Offices (PEOs).

Space Force: PEO Space Rapid Capabilities Office

Acquire critical space capabilities by utilizing unique approaches and oversight structures.
Michael Roberts - Program Executive Officer and Director Space Rapid Capabilities Office

Space Force: Space Operations Command (spOC)

Space Operations Command is getting a rebrand to "Combat Forces Command"
Generates and presents combat-ready intelligence, cyber, space and combat support forces for Service and Combatant Command Missions
MG Greg Gagnon - Commander, Space Operations Command.
MG Stephen E. Slade - Mobilization Assistant to the Commander, Space Operations Command
BG Casey Beard - Deputy Commander, Space Operations Command
COL Charles Cooper - Chief of Staff, Headquarters, Space Operations Command
Dr. Brian Kehl, SES - Deputy to the Commander for Combat Support, Space Operations Command
COL Marqus D. Randall - Director of Intelligence, Headquarters Space Operations Command
COL Shane M. Warren - Director, Mission Communications and Data Integration (S6)
Mr. Kenneth Montgomery - Director, Nuclear Command, Control and Communications (NC3), Integrated Tactical Warning and Attack Assessment (ITW/AA) Enterprise and Arms Control

Delta 2 - Space Domain Awareness
Delta 3 - Space Electromagnetic Warfare
Delta 31 - PNT & SCN Integrated Mission Delta
Delta 4 - Missile Warning
Delta 6 - Cyberspace Warfare
Space Delta 7 - Intelligence, Surveillance and Reconnaissance (ISR) and Targeting
Delta 8 - Satellite Communications
Satellite Communications Office
Delta 9 - Orbital Warfare
Space Based Space Surveillance
Ground-Based Electro-Optical Deep Space Surveillance
Global Positioning System
Geosynchronous Space Situational Awareness Program
EO/IR Weather System - Geostationary – (EWS-G1)
Defense Support Program Satellites
Defense Meteorological Satellite Program

Space Force: Space Systems Command

LTG Philip A. Garrant - Commander, Space Systems Command
COL Michelle K. Idle - Deputy Commander, Space Systems Command
Ms. Deidra Eberhardt, SES,- Acting Executive Director
LTG Douglas A. Schiess - Deputy Chief of Space Operations for Operations, Cyber, and Nuclear

Mike Dunn -Technical Director, Global Positioning System Wing, Space and Missile Systems Center, Air Force Space Command

Jake Schneider – Kobayashi maru, chief of portfolio, platform
Stevie Medeiros - Commander system Delta 84

Space Systems Integration Office SSIO

Dr. Claire Leon, SES - Director
Heather Bogstie - Deputy Director
Mr Craig Lindsay - General Manager, Space Sys Architect Division
Ms Deidra Eberhardt - Director, Requirements, Integration & Strategy
Ms Kris Acosta - Director, System of Systems
Engineering & Net Assessment
Mr Luke Schaub - Director, Enterprise Governance & Programming
COL Pat Little - Enterprise Requirements & Architectures
COL "Po" Shiue - Warfighting Integration Office
COL Jeremiah Stahr - Enterprise Capability Integration
COL Nate Douglas - Future Enabling Capabilities
Mr Gustavo Vasquez -Command Test Authority

Commercial Space Office

COL Rich Kniseley - Senior Materiel Leader

Front Door

SpaceWERX

Arthur F. Grijalva- Director of SpaceWERX
Whitney Hessler -Branch lead at Space Spark Spacewerx

Commercial Marketplaces

Commercial Satellite Communications Office
Commercial Collaboration Center (COSMIC)
Commercial Augmented Space Reserve (CASR)

Command Staff Director
Mr. Noble Smith
S1 Human Capital
Mr. Ralph Taylor - Human Capital
S2 Intel
Lt COL Thomas Laflash - Intel
S3/S7 Operations and Readiness
Brig Gen Kristin Panzenhagen - Launch & Range Ops
Warfighting Integration Office
COL MinPo Shiue - Director
S4 Sustainment & Logistics
Mr. Bradley Leonard - Sustainment & Logistics
S5/S8 Plans & Requirements and Programming
Mr. Luke Schaub - Programming, Plans & Requirements
S6 Chief Information Officer
COL Craig Frank - Chief Information Officer
S9/S10 Analysis and Nuclear Systems
COL Jon Striz - Research

Mr Mark Honda - Chief Engineers Office & Acting Enterprise Interoperability (S9)

Space Systems Command: PEO Space Sensing (SSC/SN)

COL Leroy Brow - Program Executive Officer
Micheal E. Doan - Deputy Program Executive Officer
COL Dane Bannach - Deputy Director
responsible for delivering persistent, resilient all-domain awareness, missile warning, tracking, and defense (MW/MT/MD), space-based environmental monitoring (SBEM)

Space Force System Deltas (SYDs) are a new organizational structure, led by colonels, within the Space Systems Command (SSC) designed to improve the integration of space capabilities by aligning acquisition and operations to specific mission sets, under a unified command. These SYDs focus on specific mission areas, like missile warning or space-based targeting, by consolidating program offices responsible for designing, developing, and delivering mission systems.

The U.S. Space Force currently has two types of Deltas: Mission Deltas and System Deltas. There are also Space Base Deltas and Space Launch Deltas, which support specific bases and launch missions. System Deltas, like Space Delta 84 and 810, focus on specific mission areas for acquisition and development.

SSC System Deltas (Focus on Acquisition and Development):

SSC: Space Sensing System Delta 84

COL Stevie Medeiros - Commander
Space-Based Missile Warning and Tracking, which responds to emerging threats such as hypersonic weapons that place the Nation's warfighters, allies and capabilities at risk. It is directly linked to its sister SpOC Mission Delta 4.

SSC: Sensing and Targeting (SBST) System Delta 810

COL Dane Bannach - Commander
Space-Based Sensing and Targeting (SBST) mission area, which includes the Environmental Monitoring and Tactical Sensing portfolio. It provides global terrestrial cloud forecasting and theater weather imagery data

Space Delta 80: Assured Access to Space.

Space Delta 81: Test and Training.

Space Delta 831: Positioning, Navigation, and Timing (PNT).

Space Delta 88: Satellite Communications.

Space Delta 89: Combat Power.

Mission Deltas (Focus on Operations and Sustainment):

Space Delta 1: Training and readiness for the USSF.

Space Delta 2: Space Domain Awareness and Space Battle Management.

Space Delta 3: Electromagnetic warfare capabilities.

Space Delta 4: Provides missile warning capabilities.

Space Delta 5: Command and Control capabilities.

Space Delta 6: Communication and information capabilities.

Space Delta 7: Intelligence support.

Space Delta 8: Satellite communications and early warning.

Space Delta 9: Orbital warfare.

Space Delta 10: Develops USSF doctrine, tactics, and conducts wargames.

Space Delta 11: Provides test and training environments

Space Delta 12: Prepares forces for contested environments

Space Delta 13: Space Training and Readiness Command

Other Deltas:

Space Base Delta 1: Base support at Peterson Space Force Base.

Space Launch Delta 45: Responsible for launch operations at Cape Canaveral

Resilient Missile Warning / Missile Tracking / Missile Defense (MW/MT/MD)

COL Jon Seal – senior material leader Resilient Missile Warning / Missile Tracking / Missile Defense

Programs

- *Resilient missile warning, tracking (MW/MT/) MEO Epoch 1 and 2 Space*
- *Resilient missile warning, tracking (MW/MT/) MEO Ground*
- *GEO WFOV Operations*
- *Space Sensing Technology Maturation*
- *Resilient missile warning, tracking (MW/MT/) Integration*
- *Mission Integration*

Environmental and Tactical Surveillance

Mr. Igor Brin - senior material leader, Environmental and Tactical Surveillance

Programs

- *Electro-Optical Infrared Weather System (EWS) / Geostationary (EWS-G)*
- *Weather System Follow-On Microwave (WSF-M)*
- *Commercial & Persistent Tactical Surveillance*
- *Terrestrial Weather Satellite Imagery Dissemination*

Strategic Missile Warning Space

COL Leroy Brown, Jr. - senior material leader, Strategic Missile Warning Space

Programs

- *Next Generation Overhead Persistent Infrared (OPIR) Integration*
- *Next Generation OPIR Geosynchronous / Next Generation Interim Ops*
- *Next Generation OPIR Polar*

Strategic Missile Warning Ground

COL Stevie Medeiros- senior material leader, Strategic Missile Warning Ground

Programs

- *Next Generation Overhead Persistent Infrared (OPIR) Integration*
- *Future Operationally Resilient Ground Evolution*
- *Relay Ground Stations*
- *Data Exploitation Tools*
- *Applications Processing Lab & OPIR Battlespace Awareness Center / Space Modernization Initiative*
- *Survivable / Endurable Systems*
- *United States Nuclear Detonation Detection System*

Mission Delta 4

COL Ernest Schmitt -director, Mission Delta 4

Programs

- *Spaced Based Infrared Systems (Ground/Satellites)*
- *United States Nuclear Detonation Detection System*
- *Joint Tactical Ground Systems*
- *Mobile Ground Systems*
- *Electro-optical Infrared Weather System*
- *Defense Meteorological Satellite Program*

Space Systems Command: PEO Assured Access to Space (AATS) (SSC/AA)

COL Eric Zarybnisky - Program Executive Officer, Assured Access to Space

COL Doug Pentecost - Deputy Program Executive Officer, Assured Access to Space

Walt Jackim - Deputy Director

John Steinmeyer - Executive Director, Assured Access to Space

Launch and Range Operations, Space Systems Command (SSC/S3).

Procures launch services and delivers on-orbit capabilities used by joint warfighters, combatant commands, intelligence agencies, civilian services, and the commercial space industry.

Space Servicing, Mobility and Logistics SSC/AAA

COL Scott Carstetter – Director, Space Servicing, Mobility and Logistics

Programs

- *Future Operations*
- *Point-to-Point*
- *On-Orbit*

Mission Solutions Delta AAM

COL Matthew Flahive – Chief and senior material leader, Mission Solutions Delta

Programs

- *Rocket Systems Launch Program*
- *Payload Management & Mission Integration (MMO)*
- *Future Procurement (NSSL Phase 3)*
- *Enterprise Acquisitions*

Launch Execution Systems Delta

COL Ryan Mchenry Hiserote - senior materiel leader Launch Execution Systems Delta

Programs

- *ULA Senior Lead*
- *SpaceX Senior Lead*

• *Atlas / Delta Systems*
• *Vulcan Systems*
• *Falcon Systems*

Space Launch Delta 30

COL Mark A. Shoemaker - Commander, Space Launch Delta 30 and Western Launch and Test Range, Vandenberg Space Force Base

Space Launch Delta 45

COL Brian Chatman - Director Eastern Range; and Director of Launch and Range Operations

Space Systems Command: PEO Domain Awareness and Combat Power (CP) (SSC/SZ)

COL Bryon McClain - Program Executive Officer, Space Domain Awareness & Combat Power
COL Scott Klempner - Deputy PEO, Space Domain Awareness & Combat Power
Ms S. Eberhardt -Deputy Director, Space Domain Awareness & Combat Power

· 60 space and ground-based programs valued at more than $9.4B
· 30+ operational systems, spanning five continents

Rapid Reaction Branch

LTC Ron Owen - Rapid Reaction Branch

Innovation and Prototyping Acquisition Delta

COL Joseph J. Roth – Director Innovation and Prototyping Directorate and Commander, Space Systems Center, Detachment 1

Programs
• *Prototype Operations*
• *DoW Space Test Program*
• *Innovation Development*
• *Prototype Ground Development & Sustainment*

Electromagnetic Warfare Systems Delta

Lt COL Gary Goff - Acting Director Electromagnetic Warfare Systems Delta

Programs
• *Combat Systems*
• *Next – Gen Programs*
• *Defense Cyber Ops Advanced Global Capabilities*
• *Rapid Acquisition*
• *CommsModernization*
• *User Integration*

Orbital Warfare Acquisition Delta

COL Eric Stockham – Director Orbital Warfare

Programs
• *Future Programs*
• *Advanced Programs*
• *Advanced Capabilities*

vSpace Safari

Orbital Warfare Acquisition Delta SSC/SZA

COL Brendan Hochstein - Director Orbital Warfare Acquisition Delta

Programs

• *Space Capabilities*
• *Combat PowerSystems*
• *Space Surveillance and Reconnaissance*
• *Space Response*
• *Orbital Maneuver*

Space Systems Command: PEO Battle Management Command, Control & Comms (BMC3I)

Shannon Pallone - Program Executive Officer
Michael Sanjume - Deputy Program Executive Officer
B. DeLong - CTO

Battle Management (Ops C2)
COL J. West – program manager Operational Command & Control
Programs
• *Advanced Battle Management*
Lt COL C. Greiser - System Program Manger, Advanced Space Battle Management
• *Space Defense &Theater Support*
• *Battle Management Integration*

Tactical Command & Control (TC3)
COL Patrick Little – senior material leader Tactical Command & Control
Programs
• *Antenna Services*
• *Rapid Resilient Command and Control*
• *Global Mission Data Dominance*
• *Advanced Capabilities*

Battlespace Awareness
• *Advanced Concepts &vBattle Integration*
• *vGEO Sensing*
• *LEO Sensing*
• *Foreign Military Sales (FMS)*
• *Integrated Tactical Warning/Attack Assessment*

Data Transport Product and Support
Tane Yingling - senior material leader Data Transport Product and Support
· *Satellite Control Network Ops and Sustainment (SCN)*

Space Systems Command: PEO Military Comms & Positioning, Navigation and Timing (MCPNT)

Cordell DeLaPena - Program Executive Officer, Military Communications & Positioning, Navigation and Timing (PNT)
Ms. Charlotte Gearhart - Deputy Program Executive Officer, Military Communications & Positioning, Navigation and Timing (PNT)
COL Ryan Rose - Deputy Director, Military Communications & Positioning, Navigation and Timing (PNT)

Tactical Satcom Delta
Ms. Erin Carper – Chief Tactical Satcom Delta
Programs

• *Protected TACTICAL Enterprise Services (PTES)*
• *Protected TACTICAL SATCOM (PTS)*
• *Wideband Global SATCOM (WGS) Strategic SATCOM*

Strategic Satcom

COL A.J. “Hammer” Ashby – senior material leader, strategic satcom

Programs

• *Evolved Strategic SATCOM Ground*
• *Evolved Strategic SATCOM Space*
• *Enhanced Polar System Recapitalization*

Narrowband Satcom

TBD - Division Director, Acquisition Delta Narrowband SATCOM

Programs

• *Mobile User Objective System Baseline (MUOS)*
• *Mobile User Objective System Ground Sustainment*
• *Mobile User Objective System Service Life Extension Space*
• *Mobile User Objective System Service Life Extension Ground Modernization*

Position, Navigation and Timing Delta IMD

COL Stephen. Hobbs - Commander Position, Navigation and Timing Delta IMD

Programs

• *GPS III*
• *OCX*
• *C2 Modifications*
• *GPS Ground Support*

Position, Navigation and Timing Delta SYD

COL Neil B. Barnas - Commander Position, Navigation and Timing Delta SYD

Programs

• *Military GPS User Equipment Increments 1 and 2*
• *Global Positioning System IIIF*
• *Foreign Military Sales*

Space Systems Command: PEO Operational Test and Training Infrastructure (OTTI) (SSC/TI)

COL Corey Klopstein - Program Executive Officer Operational Test and Training Infrastructure (OTTI)
COL Alan Burwell - Deputy Director, Operational Test and Training Infrastructure (OTTI)
Mr. F. Schnell - Deputy PEO Operational Test and Training Infrastructure (OTTI)

Engineering

King Molder - Director of Engineering, Operational Test and training

Programs

• *Systems Engineering and Integration*
• *Testing*
• *Safety*
• *Configuration Management*
• *Architecting*

Test and Training

Vacant - Program Manager Test and training

Programs

- *Physical / Live Test and Training*
- *Digital / Synthetic Test and Training*
- *Test and Training Mission Infrastructure*
- *Test and Training Readiness, sustainment, logistics, and product support*

Space System Command: PEO Space Systems Integration Office (SSIO)

Mr. James Haywood - Program Executive Officer
COL Jon Strizzi - Director
Ms. Kris Acosta - SSC Chief Engineer/SoSE

Space Superiority
Mr. Al Matos- Space Superiority Director
Mission Focus Areas
- *Sensors*
- *C2*
- *Effectors*
- *Network/Resilience*
- *DAF BattleNetwork*

Global Mission Operations
COL Neil Barnas -Global Mission Operations Director
Mission Focus Areas
- *Space Integration*
- *Ground Integration*
- *Cyber Security*

Space Enterprise Support
COL Jeremy Selstrom - Space Enterprise Support Director
Mission Focus Areas
- *Enterprise Mission MS & A*
- *Digital Transformation*
- *Industrial Base & Supply Chain*
- *Space Access,Mobility & Logistics*

Enterprise Engineering
Mr. Mark Honda - Enterprise Engineering DIrector
Mission Focus Areas
- *Spectrum and Space Environment*
- *Enterprise Test and Evaluation*
- *Enterprise Integration*

Appendix A: DoW Program Executive Offices (PEOs)

PEO Golden Dome
OUSD(I&S): PEO Defense Counterintelligence and Security Agency (DCSA)
Army: PEO Joint Program Office Armaments and Ammunition
Army: PEO Aviation
Army: PEO Command, Control, Communications-Tactical (PEO C3N)
Army: PEO Combat Support and Combat Service Support (CS&CSS)
Army: PEO Enterprise Information Systems (PEO Enterprise)
Army: PEO Ground Combat Systems
Army: PEO Intelligence, Electronic Warfare and Sensors (PEO IEW&S)
Army: PEO Missiles and Space (PEO MS)
Army: PEO Soldier
Army: PEO Simulation Training and Instrumentation (PEO STRI)
Army: PEO Joint Chemical, Bio, Radiological and Nuclear Defense (JPEO-CBRND)
Army: PEO Rapid Capabilities and Critical Technologies Office
Army: PEO Assembled Chemical Weapons Alternatives (PEO ACWA)
Navy: PEO Robotic and Autonomous Systems
NAVSEA: PEO Aircraft Carriers (PEO Carriers)
NAVSEA: PEO Integrated Warfare Systems (PEO IWS)
NAVSEA: PEO Ships (PEO Ships)
NAVSEA: PEO Strategic Submarines (PEO SBN)
NAVSEA: PEO Attack Submarines (PEO SSN)
NAVSEA: PEO Undersea Warfare Systems (PEO UWS)
NAVSEA: PEO AUKUS Direct Reporting Program Office
NAVSEA: PEO Unmanned and Small Combatants (PEO USC)
NAVAIR: PEO Air Anti-Submarine Warfare, Assault & Special Mission (PEO(A))
NAVAIR: PEO Tactical Aircraft Programs (PEO(T))
NAVAIR: PEO Unmanned Aviation and Strike Weapons (PEO(U&W)
NAVAIR: PEO F-35 Lightning II Joint Program Office (PEO F-35)
NAVWAR: PEO Command, Control, Communications, Computers and Intelligence (PEO C4I)
NAVWAR: PEO Digital and Enterprise Services (PEO Digital)
NAVWAR: PEO for Manpower, Logistics & Business Solutions (PEO MLB)
NAVFAC: PEO Industrial Infrastructure
Marine Corps: PEO Land Systems (PEO LS)
SOF: PEO Directorate of Enterprise Information Systems (DIR-EIS)
SOF: PEO Fixed Wing (PEO-FW)
SOF: PEO Maritime (PEO-M)
SOF: PEO Rotary Wing (PEO-RW)
SOF: PEO Digital Applications (PEO-SDA)
SOF: PEO Services (PEO Services)
SOF: PEO Special Operations Forces Support Activity (PEO-SOFSA)
SOF: PEO Special Operations Forces Warrior (PEO-SW)
SOF: PEO Tactical Information Systems (PEO-TIS)
Air Force: PEO Rapid Capabilities Office AFRCO
Air Force: PEO Combat and Mission Support (Services) (CM)
Air Force AFLCMC: PEO Command, Control, Communications (C3) and Battle Management (C3BM)
Air Force AFLCMC: PEO Armament Directorate (EB)

Air Force AFLCMC: PEO Business and Enterprise Systems Directorate (BES)
Air Force AFLCMC: PEO Electronic Systems Directorate (HB)
Air Force AFLCMC: PEO Cyber and Networks Directorate (HN)
Air Force AFLCMC: PEO Propulsion Directorate (PB)
Air Force AFLCMC: Combat Readiness Directorate (RO)
Air Force AFLCMC: PEO Fighters and Advanced Aircraft Directorate (WA)
Air Force AFLCMC: PEO Bombers Directorate (WB)
Air Force AFLCMC: PEO Intelligence, Surveillance, and Reconnaissance and SOF Directorate (WI)
Air Force AFLCMC: PEO Mobility Directorate (WL)
Air Force AFLCMC: PEO Joint Strike Fighter Directorate (JSF)
Air Force AFLCMC: PEO Training Directorate (WN)
Air Force AFLCMC: PEO Presidential and Executive Aircraft Directorate
Air Force AFNWC: PEO for Air-Delivered Capability Directorate (NAD)
Air Force AFNWC: PEO Intercontinental Ballistic Missile Systems Directorate
Air Force AFNWC: PEO Nuclear Command, Control & Comms Integration Directorate (NC3)
Space Force: PEO Space Rapid Capabilities Office
Space Systems Command: PEO Space Sensing (SN)
Space Systems Command: PEO Assured Access to Space (SSC/AA)
Space Systems Command: PEO Space Domain Awareness & Combat Power (CP)
Space Systems Command: PEO Battle Management Command, Control & Communications (BMC3I)
Space Systems Command: PEO Military Comms & Positioning, Navigation and Timing (MCPNT)
Space Systems Command: PEO Operational Test and Training Infrastructure (OTTI)
Space System Command: PEO Space Systems Integration Office (SSIO)

Appendix B: PEOs and Program Managers by Name

Link to Google Spreadsheet with Names here

Appendix C: Defense Investors

Corporate Venture Capital

Lockheed Martin Ventures

Chris Moran - VP and GM of Lockheed Martin Ventures
Dr. Alison Perez - Senior Investment Manager
Jeff Cunningham - Senior Investment Manager
Sam Stonberg - Senior Investment Manager
Gopal Rajaraman - Senior Investment Manager
John Richmond - Investment Manager
Andrés Blanco - Senior Investment Analyst
Zachary Chow - Investment Analyst

Booz Allen Hamilton Ventures

William Vass - CTO, Booz Allen Hamilton
Brian MacCarthy - Managing Partner, Ventures, CTO Office, Booz Alleen Ventures
Travis Bales - Managing Director, Booz Alleen Ventures
Alex Bock - Venture Investor @ Booz Allen Venture
Taylor Rhoten - Investor at Booz Allen Ventures
Kerry Chin - Investor at Booz Allen Ventures
James Gadea - Investor Booz Allen Hamilton in San Francisco.
Lukas Sznewajs - Investor Booz Allen Hamilton in San Francisco and Chicago
Joanna Guy - partnerships and impact Lead for Booz Allen Ventures, D.C.

RTX Ventures

Michael Winter - Chief Science Officer
Daniel Ateya - President and Managing Director, RTX Ventures
Will Yeatts - Associate Director, RTX Ventures
Roman Mueller - Executive Director, RTX Ventures
Kyle Perez - Senior Direct, RTX Ventures Colorado
Shalei Holway - Head of Portfolio Development
Hannah Cao - Associate Director, Generative AI Strategy and Startup Incubator @ RTX
BBN/RTX Ventures
Kerri Hayes - BBN Ventures - Lead

Airbus Ventures

Thomas d'Halluin - Managing Partner
Lewis Pinault - Partner
Nicole Conner - Partner
Mathieu Costes - Partner
Claas Kohl -Partner

SAIC Ventures

Lauren Knausenberger -Managing Director
Michael Hauser - Managing Partner
Rana Barzegar - Platform
Chris George - Principal

BAE Systems Technology Scouting

BAE Systems Deep Tech Accelerator
Cait Brumme - CEO of MassChallenge

Venture Capital Firms Who Invest in Defense (U.S.)

Shield Capital

Phillip Bilden - Managing Partner
Raj Shah - Managing Partner
Mike Brown - Partner
John Serafini - Partner
Ray Rothrock - Venture Partner
Joe White - Venture Partner
Elias (Lou) Manousos - Venture Partner
John "JJ" Jack- Venture Partner
Akhil Iyer - Principal
David Rothzeid- Principal
Maggie Gray - Senior Associate

America's Frontier Fund

Gilman Louie - Co-Founder and Managing Partner
Jordan Blashek - Co-Founder and Managing Partner
Brian Wilcove - Managing Partner
Steve Weinstein - General Partner
Jeff Karras- General Partner
Mike Mettler - General Partner
Marianne Winkler - Partner

RoadRunner Venture Studios

Adam Hammer - Co-founder and CEO of Roadrunner Venture Studios
Katherine Binney - Senior Manager, Product at Roadrunner

8VC

Joe Lonsdale - General Partner
Alex Moore - Investment Team
John Tenet - Partner

General Catalyst

Paul Kwan - Investor
Matt Byington - Investor
Jonathan Clifford - VP, Defense Tech & Industrial Manufacturing Policy
Teresa Carlson - President, GC Institute

DCVC

Matt Ocko - Managing Partner
Ali Tamaseb - Partner
Pat McCauley - Partner
Stephen Rodriguez - Operating Partner

A16Z

David Ulevitch - General Partner - leads American Dynamism practice
Katherine Boyle - General Partner
Matt Shortal - Chief of Staff

Lux Capital

Josh Wolfe - Partner
Brett McGurk – Venture Partner
Shahin Farshchi - General Partner

Marque Ventures

Jake Chapman - Partner
Tip Myers - Partner
Travis Ledworth - Partner
Maddy Goncalves - Principal
Todd Coulard- Principal

Mare Liberum Capital Partners

RADM (ret) Lorin Selby - General Partner
HON Eric Bethel - General Partner
Marc Baliotti - General Partner
Vrushank Vora - General Partner

Founders Fund

Trae Stephens - Partner

Playground VC

Peter Barrett - General Partner
Jacqueline Tame - Operating Partner Government Affairs

Point72 Ventures

Sri Chandrasekar - managing partner
Chris Morales - Partner; leads Defense Tech
Graham Littlehale - Investor
Sarah Hess - Operating Partner

Crosslink Capital

Matt Bigge - Partner

Harpoon Ventures

Larsen Gensen - Founder & General Partner
Jake Windle -Government Go-To-Market

Academy Investor Network

Emily McMahan - General Partner
Sherman Williams II - General Partner

Bravo Victor Venture Capital

Joe Mussellman -Managing Partner
Simone Ledeen - Senior Advisor

Scout Ventures

Brad Harrison - Managing Partner
Stephen DiBartolomeo - CFO / Partner
Zach Beecher - Partner (DC Office)

Squadra Ventures

Guy Filippelli - Founder & Managing Partner
Dan Madden - Principal

Decisive Point

Eric Horan - General Partner
Julia van der Colff - Senior Associate
Keeley MacAfee - Principal
Thomas (Tommy) Hendrix Managing Partner

Washington Harbour Partners

Mina Faltas - Chief Investment Officer
George Batsakis - Operating Partner

Lavrock Ventures

Jim Hunt - General Partner
Alex Poulin - Partner

Lightspeed Venture Partners

Connor Love- Partner

Bedrock Capital

Geoff Lewis - Founder & Managing Partner

Bessemer Venture Partners

Janelle Teng - Partner, Defense Tech & AI
David Cowan- Partner
Christopher Wan - VP

Refinery Ventures

Steve Rodriguez - Venture Partner
Tim Schigel - Founder

Caffeinated Capital

Raymond Tonsing -Partner
Matthew Volosin - Partner
Varun Gupta - Partner

Catapult Ventures

Darren Liccardo - Managing Director
Rouz Jazayeri - Managing Director
Michael Paniccia - Associate

Outlander VC

Paige Craig - Managing Partner

Veteran Fund

Ryan Micheletti - General Partner
Mike Sherbakov - General Partner
Lisa Song Sutton - General Partner
Justin Nahama - General Partner

Red Cell Partners

Veronica Daigle - President, National Security Practice
Mark Esper - Chairman, National Security Practice

Starburst Ventures

Benjamin Zeitoun - Investor (Defense focus)
François Chopard - Founder & General Partner

Red Glass Ventures

Bilal Zuberi - Founding Partner

Insight Partners

Nalanie Nath - Partner
Nick Sinai - Senior Advisor, Gov/Defense

Silent Ventures

Jackson Moses - Founding Partner

Structure Capital

Jillian Manus - General Partner

NEA (New Enterprise Associates)

Aaron Jacobson, Partner
Andrew Schoen - Partner

Decisive Point

Thomas Hendrix - General Partner

Overmatch

Evan Loomis - General Partner

Cerberus Ventures

Chenny Zhang - Director @ Cerberus Ventures
Esina Alic - senior managing Director

Costano Ventures

Greg Sands - Managing Partner

Aero X Ventures

Kyle Mounts - Managing Partner
Aaron Ishikawa - General Partner

Exceptional Capital

Marell Evans - Founder & General Partner

Squadra Ventures

Guy Fillipelli - Managing Partner

Nav Vishwanathan - Senior Associate, Investment
Dom Ventimiglia - Head of Network Operations

Moonshots Capital

Craig Cummings - General Partner
Kelly Perdew - Managing General Partner

Refactor Capital

Zal Bilimoria - Partner

Icon Ventures

Joe Horowitz - Managing General Partner
Tom Mawhinney - General Partner
Jeb Miller - General Partner
Preeti Rathi- General Partner

USIT Fund

Peter Tague - Managing Partner
Liz Stein - Managing Director

Brave Capital

Ernestine Fu Mak - Founder

MVA (MilVet Angels)

Gene Mak - Co-Founder
Jameson Darby - Co-Founder
Ernestine Fu Mak - Co-Founder

Rsquared Ventures

Josh Berglund - Managing Partner
Jeff Eggers - Managing Partner

Private Equity Firms Who Invest in Defense (U.S.)

Cerberus Capital Management

Co-Founder Steve Feinberg is the current Deputy Secretary of War
Craig Brooks - Global Co-Head of Supply Chain and Strategic Opportunities.
Michael Palmer - Global Co-Head of Supply Chain and Strategic Opportunities/Senior Managing Director
Jonathan Gallen - Senior Managing Director on the Supply Chain and Strategic Opportunities team

Carlyle

Frank Finelli - senior advisor
Ian Fujiyama - Managing Director and Head of Aerospace, Defense and Government
Adam J. Palmer - Head of the Global Aerospace and Defense sector team
Alain Bellemare - Operating Executive consultant in the Global Aerospace & Government Services Group
Elmer Doty - Operating Executive focused on the aerospace, defense and government

Liberty Hall Capital Partners

James C. Black - Partner
Michael J. Warren - Partner
Rowan G.P. Taylor - Managing Partner

Enlightenment Capital

Devin Talbott - CEO
Jason Rigoli - Partner
Thomas Young - Partner

AE Industrial Partners - AE Ventures

Brian Schettler - Partner, Head of AE Ventures

AE Industrial Partners - AE Ventures

Brian Schettler - Partner, Head of AE Ventures

Valor Equity Partners

Antonio Gracias - CEO
Chris Cavoli - Partner

Arcline Investment Management

Rajeev Amara – Chief Executive Officer
Shyam Ravindran – President
Luke Johnson – Partner, Head of Business Development

Godspeed

Douglas T. Lake - Managing Partner
Nathaniel T. G. Fogg- Partner

Veritas Capital

Benjamin (Buddy) Polk - Partner
Ramzi Musallam - Managing Partner
Hugh Evans - Managing Partner

Altimeter

Erik Kriessmann - partner
Jamin Ball - partner

ThomaBravo

Holden Spaht - Managing Partner
Scott Crabill - Managing Partner
Seth Boro - Managing Partner
Michael H. Lustbader - Managing Partner
Benjamin J. Ramundo, Managing Director
David C. Wodlinger - Managing Partner
Peter M. Manos - Managing Partner

Arlington Capital Partners

Matthew L. Altman - Managing Partner

DoW SBIR Programs

For some pre-seed and early stage startups that are selling to the DoW, getting an SBIR grant as you develop the product might make sense. Investigate the programs.

SBIR Programs By Service					
Service	**Org**	**Phase I** **max $ /duration**	**Phase II** **max $ / duration**	**Direct-to-Phase II**	**Transition / Scale programs**
Army	ASA(ALT) & Army Futures Command	Up to **$250K;** 3–6 months	Up to **$2.0M**; 18–24 months	When specified in topic/BAA	Phase II Enhancement; Sequential Phase II; **Army Catalyst**
Navy	SYSCOMs NAVSEA, NAVAIR, ONR, etc.	$140K base + $100K option (**max $240K**); up to 6+6 months	Up to **$2.0M;** typically ~24 months	When in Direct to Phase 2 topics	**Navy STP** (SBIR/STTR Transition Program); **Navy Launch**
Air Force	AFWERX / AFRL	Open Topic: up to **$75K** (SBIR) / $110K (STTR); 3 months (Specific Topic may differ)	Open Topic: up to **$1.25M** (SBIR) / $1.8M (STTR); up to ~21 months; Specific Topic up to ~**$1.8M**, up to 24 months	When in Direct to Phase 2 topics	**STRATFI** ($3M–$15M) and **TACFI** (~$375K–$2M) follow-on funding
Space Force	SpaceWERX / AFRL	Aligns with AFWERX Open Topic: up to **$75K** (SBIR) / $110K (STTR); ~3 months	Generally aligns with AFWERX: up to **$1.25M (SBIR**) / $1.8M (STTR); ~21–24 months	When in Direct to Phase 2 topics	**STRATFI/TACFI**; **Space Prime/Orbital Prime** initiatives
Marine Corps	USMC topics via MCSC	$140K base + $100K option (**max $240K**); up to 6+6 months (same as DON)	Up to **$2.0M** incl. options/TABA; typically ~24 months (same as DON)	When in Direct to Phase 2 topics	**Navy STP**; DON **transition pathways via SYSCOM**s (incl. MCSC)

DoW SBIR Programs by Service

DoW SBIR/STTR Home Page - www.defensesbirsttr.mil/SBIR-STTR
DSIP - Defense SBIR/STTR Innovation Portal - www.dodsbirsttr.mil/submissions
DoW SBIR/STTR BAAs - www.defensesbirsttr.mil/SBIR-STTR/Opportunities/#announcements

DoW SBIR Topic Search and Topic Q&A (SITIS) - www.dodsbirsttr.mil/topics-app/
Air Force SBIR - www.airforcesmallbiz.af.mil/SBIR-STTR/
Army SBIR - www.armysbir.army.mil/
Navy SBIR - www.navysbir.com
DARPA SBIR- www.darpa.mil/work-with-us/for-small-businesses/participate-sbir-sttr-program
DLA - www.dla.mil/Small-Business/Getting-Started/Small-Business-Innovation-Programs/
DTRA - www.dtra.mil/Business/Office-of-Small-Business/
MDA - Missile Defense Agency SBIR - www.mda.mil/business/SBIR_STTR_programs.html
SOCOM SBIR - www.socom.mil/sof-atl/Pages/sbir.aspx

OTA Consortia

Many DoW OTAs are managed through Consortia. OT-based collaborations are not subject to some of the regulations that apply to Federal Acquisition Regulation (FAR)-based acquisitions. Unlike the FAR (Federal Acquisition Regulation), the OT-based consortium model allows government and industry to communicate more openly, from requirement generation to the proposal stage. Member companies pay annual dues to their respective OT-based consortium.

To be part of a consortium, your company needs to be registered with the System for Award Management (SAM.gov). This process assigns your business a Unique Entity Identifier (UEI) and, upon successful registration, a CAGE code, which is a prerequisite for doing business with the federal government. You most often need to submit a Militarily Critical Technical Data Agreement, DoW form 2345 to join.

SOSSEC - System of Systems Consortium

SCEC - Sensors, Communications and Electronics Consortium
Army COBRA
ERDC Army Engineer, Research & Development Center
AFLCMC/LP PCI 2.0
AFLCMC/LPA PCI OT
AFLMC/ACI
SCCI - Supply Chain Consortium Initiative

CMG - Consortium Management Group

CEED - Consortium Energy, Environmental and Demilitarization technology
C5 - Consortium C4ISR and cyber technology sectors
NASC - Naval Aviation Systems Consortium

NSTXL - National Security Technology Accelerator

SpEC - Space Enterprise Consortium
S2MARTS - Strategic & Spectrum Missions Advanced Resilient Trusted Systems
TREXII - Training and Readiness Accelerator

SAE ITC Industry Technologies Consortia

SAE DATC - Defense Automotive Technologies Consortium
SAE AMCC- Advanced Manufacturing Commercialization Center

AMTC - Aviation and Missile Technology Consortium

NAC - National Armaments Consortium

The Cornerstone Consortium

VLC - Vertical Lift Consortium

NSC - National Spectrum Consortium

UTIC - Undersea Technology Innovation Consortium

ATI - Advanced Technology International

IWRP - Information Warfare Research Project Consortium

MTEC - Medical Technology Enterprise Consortium

SpEC – Space Enterprise Consortium

Partnership Intermediary Agreement (PIA) Organizations

A Partnership Intermediary Agreement (PIA) is a special type of agreement that allows DoW labs, program offices, and technology centers to work with a partnership intermediary organization—often a nonprofit, state/local government, or university entity—to help transfer technology and foster collaboration with small businesses and academia.

Special Operations Command (USSOCOM) PIA Partners

Partner: DEFENSEWERX (nonprofit umbrella)

Execution Hubs:

- SOFWERX (Tampa, FL) – connects startups and SOCOM warfighters; runs hackathons, rapid prototyping, pitch events.
- OtherWERX hubs (like, ERDCWERX, etc.) extend the model to Army Corps of Engineers, Air University, etc.

Air Force Research Laboratory (AFRL) PIA Partners:

- Doolittle Institute (Florida) – runs tech transfer, challenge events, workforce programs.
- Innovare Advancement Center (Rome, NY) – for cyber, AI, quantum research engagement.
- DEFENSEWERX hubs (like MGMWERX in Alabama) also support AFRL..

Army Research Laboratory (ARL) / DEVCOM PIA Partners

- TechLink (Montana State University) – supports tech transfer for ARL inventions.

Army Corps of Engineers (ERDC) PIA Partners

- ERDCWERX (via DEFENSEWERX) – runs challenges and competitions for engineering and infrastructure tech.

Naval Surface Warfare Center (NSWC) Crane PIA Partners

- Battery Innovation Center (BIC)
- NineTwelve Institute, Inc.
- Wright Brothers Institute
- Dimension Mill, Inc. (DMI)

supports Crane's outreach to small businesses and academia.

Naval Air Systems Command (NAVAIR) PIA Partners

Engages with TechLink and other PIAs for IP licensing and commercialization.

ONR (Office of Naval Research) PIA Partners

Uses PIAs selectively for STEM outreach and tech transition projects.

DoW-Wide PIA Partners

- TechLink (Montana State University) Serves as a national PIA across Army, Navy, and Air Force labs. Specializes in licensing DoW patents and helping small businesses commercialize DoW inventions.
- National Security Technology Accelerator (NSTXL) Functions as a partnership intermediary in support of OTA consortia (e.g., Space Enterprise Consortium).
- Applied Research Institute ARI
- BRICC PIA helps sponsors (Space Force System Command, AFRL/RS, AFRL/AFOSR, AFWERX and NRO) engage with the S&T community.

Tribal/Alaska Native Corporation (ANC) Companies

with defense contracting activity

Calista Corporation (ANC)
Aerospace & defense, logistics, IT, engineering

Arctic Slope Regional Corporation (ASRC) (ANC)
Engineering, IT, infrastructure, cyber, space & defense services via ASRC Federal

Akima (ANC-owned via NANA & The Aleut Corp)
Federal services: IT, mission support, aerospace, systems engineering, logistics

Bristol Alliance of Companies (Bristol Bay Native Corporation)
Construction, range development, fuel systems, UXO, engineering

Ukpeaġvik Iñupiat Corporation (UIC) (ANC)
Construction, marine, logistics, IT, maintenance, engineering

Cherokee Nation Businesses (CNB)(Tribal enterprise)
Aerospace & defense manufacturing, IT, security, logistics, mission support

Chenega Corporation / NJVC (ANC's subsidiary)
Cybersecurity, IT, intelligence, DoW services

Waséyabek Defense

Tlingit Haida Tribal Business Corporation (THTBC))
facilities maintenance, logistics and transportation to cybersecurity, ITand system development

Cayuse Government Operations, LLC (Tribal)
Cyber

Akiak Technology (Alaska)
Cyber

Government Venture Capital (U.S)

Office of Strategic Capital (OSC)

Debt, investment and equipment financing from the Department of War
Patrick Witt - Acting Director of OSC
Helen Quick - Director of Capital Markets Office of Strategic Capital
Vyshnavi (Vyshi) Suntharalingam - Chief Technology & Engineering Officer // Office of Strategic Capital

IQT - In-Q-Tel

Suggestions are afloat that IQT may report to the Director of National Intelligence in 2025/2026.

Steve Bowsher - CEO
Yan Zheng - Chief of Staff
Matt Strottman - Chief Operating Officer
Jack Coviello - Senior VP FInance and Contract Compliance
Liz Fox - EVP Insights Program
- strategic insights on emerging tech, market, geopolitical trends, and adversary threats
Binh Nguyen - VP Operations
Aleksandar Petkoski - Vice President, System Operations
Peter Bronez - Chief Data Officer
Zach Lyman - Chief Strategic Outcomes

IQT Investors
A.J. Bertone - Managing Partner - San Francisco
Kevin Schaeffer - Senior VP of Advanced Systems/Technology Investments
Kevin O'Connell - Senior VP responsible for vetting and overseeing life science investments
James Lim - Principal - Generative AI, Enterprise Software, Deep/Frontier Tech
McCartney -Emerging Tech & Venture Capital
Katie Gray - Senior Partner Investing - San Francisco
Eugene Chiu -Senior Partner Investing - Biotech - Boston
Brian Smith - Senior Partner - DC
Grant Whiting - Partner - Cybersecurity, AI/ML, infrastructure software, autonomous systems
Michael Falcon - Partner - co-lead intelligent connectivity and compute technology practice
Rita Costa Waite - Partner - San Francisco
Gareth Keane - Partner - San Francisco
Mark Breier - Venture Partner - San Francisco
Kathryn Bojack - Venture Partner - San Francisco
Andrew Schwab - Principal- San Francisco
Michael Webb - Venture Investor- New York
Farid Nemri - Venture Investor - Washington
Emma Robinson - Venture Investor - New York
Sarah A. Jones - Investor
James Lim - Investor Boston
Mark Strabo - Investor
Kyle McNulty - Investor
Sanil Rajput - Investor - San Francisco
James Rober - Washington

IQT Technology Architects
Dave LoBosco - Chief Technology Architect - DC
Dan Bocknek - Senior Cyber Tech Architect - DC
Sam McEntee- Senior Technology Architect
Kevin Wepasnick - Senior Technology Architect - due diligence power/energy/unmanned platforms - DC
Hanyu Chwe - Technology Architect - due diligence in AI/ML, and data - DC

Natalie Golota - Technology Architect - advanced materials, energy, and emerging fabrication techniques

IQT International

Jennifer (Hanenberg) Nelson - Exec VP International

Amber Smith - VP International Operations

Will Howerton - Managing Director APAC: Singapore, Southeast Asia, India, and South Korea

Justin Wilder - Managing Director - Singapore

Diana Keenan - Director - Sydney Australia

Greg Shipley - Managing Director Germany

Clayton Willams - Managing Director UK

Eliza Warner - London Investor

IQT Portfolio Management

Michael Leurdijk - Senior Vice President, Portfolio Management

IQT Growth Partnerships

Coley Lewis - Vice President, Growth Partnerships

Sameer Punyani - Senior Director Growth Partnerships

Joel Meredith - Space Partnerships

IQT Mission Partnerships

Terrence Kim - Director Mission Partnerships

Matt Kemph - VP Mission Partnership Operations

Michael Zink - Senior Director Mission Partnerships

Melissa A. Fuller, Senior Director of Mission Partnerships

Ellie Chalphin - Manager, Mission Partnerships

IQT Labs

Andrea Brennen - Senior VP, Deputy Director IQT Labs

IQT National Innovation Strategy

Sarah Sewall - EVP National Innovation Strategy

Pat Mitchell - Research National Innovation Strategy

Brian Tang - Director of Analysis, National Innovation Strategy

IQT Capabilities

Megan Anderson - Exec VP Capabilities

Murali Kannan - Senior VP, AI

Esube Bekele VP Technology -Applied AI, Gen AI, Computer Vision,

Oliver Mayers - Director

Farad Nemri - Capabilities

Yosyp Schwab - Principal Engineer, Capabilities

Erin Weber - Advanced Geospatial Capabilities

Ming Luo - VP Technology - Enterprise

Michele Rozo - VP Technology Biotech

IQT Cyber Practice

Brian Norville - VP Cyber Practice Lead

IQT Intelligent Connectivity and Compute

Issac Myauo - SVP Technology Intelligent Connectivity and Compute Lead

Abirami (Abi) Sivananthan - VP Technology - communications, compute, sensing, and microelectronicsDr. Nathan Roberts - VP technology, next gen comms, compute, sensing, microelectronics

Rob Mills - senior technical architect Intelligent Connectivity and Compute, Cyber

IQT Portfolio Success Team

Peter Winter - Director Portfolio Success

John Cheatwood - Principal Portfolio Success

Marc-Anthony Isaacs - Program Manager

Theresa McCartney - Technical Program Manager

JoZanne Murphy -Program Manager

Steve Dailey - Senior Program Manger

Axel Lopez de Cardenas - Program Manager

JoZanne Murphy - Program Manager

Madeline Hibbs-Magruder - program manager, Portfolio Success

Field Technology Practice

Russell Ross - VP manufacturing and energy investments

IQT Project Engineering Team

IQT Applied Research and Rapid Prototyping Groups

Michael Chadwick - SVP Rapid Prototyping

IQT B-Next Practice

Dr. Jess Diamond - Co-lead B-Next Practice - biotechnology and biosecurity

Louis Rubinson - Co-lead B-Next Practice - biotechnology and biosecurity

Barry Leffew - VP government platform accelerator

Government Venture Capital (U.K.)

National Security Strategic Investment Fund - NSSIF

George Williamson - CEO at HMGCC
Andy Bamford - CEO, National Security Strategic Investment Fund
Edmund Phillips -NSSIF senior investment partner
Laura Jaques - NSSIF senior investment partner
Jonathan Walker - senior Investment Partner
Andrew Priestley - Theme Partner at NSSIF.

Government Venture Capital (E.U.)

DIANA - Defense Innovation NATO Accelerator

Diana Budinska - Board Member NATO Innovation Fund
James Appathurai - Interim Managing Director, NATO DIANA
Jyoti Hirani-Driver -Chief Operating Officer and Civilian Deputy Director - NATO DIANA
Ryan Benitez - Chief Commercial Officer (CCO) at NATO DIANA
Tom Dallas McSorley - General Counsel — NATO DIANA
Kadri Tammai - Regional Director NATO DIANA & Head of Accelerator Programme
Nourhan Ibrahim -Regional Director and project manager NATO DIANA Challenge Team
Christine Hanson -Regional Director, North America at NATO DIANA

Government Venture Capital (NATO)

NATO Innovation Fund (NIF)

Dr. Klaus Hommels - Chair of the Board
Dame Fiona Murray - Vice Chairman
Jean- Charles Ellermann- Kingombe -Board observer
John Ridge - Chief Adoption Officer
Lauren Reade -Platform Lead – Adoption
Lars Frolund -Strategic Advisor – Government & Policy
Veronika Bartakova -Manager – Limited Partners & Government
Lars Frolund - Strategic Advisor – Government & Policy
NIF Investors
Andrea Traversone - Managing Partner
Sander Verbrugge- Investment Partner
Patrick Schneider-Sikorskym- Investment Partner
Ulrich Quay- Investment Partner

Government Venture Capital (Canada)

Jaspinder Komal - Assistant Deputy Minister Defence Research and Development Canada

IDEaS - Innovation For Defence Excellence And Security
MINDS - Mobilizing Insights In Defence And Security

Targeted Engagement Grants

Defence Research and Development Canada

Defense Accelerators/Academic Courses

Defense Innovation Unit (DIU) Defense Innovation Fellows

Liz McNally - Deputy Director, DIU Commercial Operations

Army xTechSearch

Manages all the Army innovation prize competitions. Open competitions here

ERDCWERX

Collaboration and contracting with the Army Engineer Research and Development Center (ERDC). Events, tech challenges, and opportunities here.

Catalyst Accelerator

AFRLs sponsored Catalyst Accelerator offers a variety of Air Force/Space Force topics in a three month semi-residential program in Colorado Springs or Ogden. They take no equity.

National Security Technology Accelerator (NSTXL)

NSTXL specializes in identifying solutions from the commercial and non-defense sectors and turning them into prototypes that meet DoW needs—from warfighter technologies to infrastructure enhancements. NSTXL manages multiple OTA consortia—such as the Space Enterprise Consortium (SpEC) and S²MARTS—for which it supports over 600 members, including businesses, universities, non-profits, and financial institutions.

Hacking for Defense

Stanford University - Hacking for Defense

Steve Blank- Stanford Gordian Knot Center for National Security Innovation
Joe Felter - Stanford Gordian Knot Center for National Security Innovation
Pete Newell - BMNT
Steve Weinstein - Partner America's Frontier Fund
Chris Moran - GM Lockheed Ventures
Jeff Decker - Stanford H4D Managing Director

Common Mission Project

Maria Tranquilli - Executive Director
Jeff Decker - Director of Education

Sean Holland - Finance & Systems Manager
Patty Hill - Education Program Manager
Red Queen Innovation Conference

Gordian Knot Center for National Security Innovation

Joe Felter - Executive Director, co-founder
Eric Volmar - Deputy Director
Jack Faherty - Program Manager
Steve Blank - co-founder
Brad Boyd - Senior Military Fellow

Appendix D: Startup Test Centers

There are three ways startups can access DoW test ranges: CRADA, SBIR Phase III, and fee-for-service. This appendix lists the military, state, and FFRDC test centers where startups can conduct demos. This is not exhaustive.

A Major Range and Test Facility Base (MRTFB) is available for use by non-DoW entities, including commercial companies, on a reimbursable basis. Customers are billed only for the direct costs incurred by the range supporting their specific test event. This creates a direct fee-for-service pathway for startups with a valid requirement for the MRTFB capabilities.

To use a range, contact the business development or test operations office of the specific range. For example, the U.S. Army Test and Evaluation Command (ATEC) has a public-facing "Request Test Services" portal for range access.

Navy

Narragansett Bay Test Facility, RI

Narragansett Bay Test Facility (NBTF) test and evaluation facility and in-water test range that supports research and development, and engineering and analysis of underwater, surface and aerial vehicles and related technologies in a realistic, operational environment. It is a valuable resource that enables rapid prototyping and high velocity learning for not only government agencies, but for academia and private industry partners.

Point Mugu Sea Range, CA

Point Mugu manages the Point Mugu Sea Range and serves as the Navy's center of electronic warfare expertise. NAWCWD provides logistics and in-service support for guided missiles, free-fall weapons, targets, support equipment, crew systems and electronic warfare.

Naval Air Weapons Station China Lake, CA

China Lake develops and supports new and existing weapons systems through its collocated laboratories, Land Ranges, test squadrons, and world-class science, engineering and acquisition personnel. The site also supports training and tactics development and offers year-round, operational and logistics support to the fleet.

Army

Robotics Research Collaboration Campus, MD

The Robotics Research Collaboration Campus is a DEVCOM Army Research Laboratory facility where public, private, and academic organizations work side-by-side to create the next breakthrough in robotics and autonomous systems research. This ecosystem of robotic research partners are working together to answer tough questions in the land, air, and cyber domains to create the next generation of autonomous systems..

White Sands Missile Range, NM

White Sands Missile Range of 3,200 square miles supports the Army, Navy and Air Force, as well as commercial and international users while conducting more than 3,000 tests annually. NASA's White Sands Test Facility is also located there.

Yuma Proving Ground, AZ

Provides training support to Army, sister services, Department of War, U.S. Government, international, and commercial customers in accordance with Army Modernization Priorities.

Aberdeen Proving Ground, MD

Aberdeen Proving Ground, is the Defense Department's Center for Excellence for C4ISR (Command, Control, Communications, Computers, Intelligence, and Reconnaissance); Chemical and Biological Defense; Research and Development; Test and Evaluation; Public Health; and Personnel Security Investigation.

Air Force

Eglin Gulf Test and Training Range, FL

The Air Force's 96th Test Wing operates the Eglin Gulf Test and Training Range. Responsible for testing and evaluating a wide range of non-nuclear munitions, electronic combat systems, and navigation and guidance systems.

Arnold Engineering Development Complex, TN

The Arnold Engineering Development Complex operates more than 90 aerodynamic and propulsion wind tunnels, rocket and turbine engine test cells, environmental chambers, arc heaters, ballistic ranges, sled tracks, centrifuges and other specialized units.

Missile Defense Agency

Command, Control, Battle Management, and Communications (C2BMC) Experimentations Lab (X-Lab)

X-Lab is a government-owned facility is open to any organization or contractor, X-Lab is operated by Lockheed Martin with strategic partner Northrop Grumman. The facility can support 20+ companies at a time.

State and FFRDC Test Ranges

Oklahoma State University Skyway Range, OK

Virginia Tech Mid-Atlantic Aviation Partnership, VA

MITRE BlueTech Lab, MA

Appendix E - Defense Publications and Trade Shows

Defense Publications

Air Force Week

Axios Future of Defense

Breaking Defense

Business Insider Defense Flash

The Cipher Brief

C4ISRNET

Defense Daily

Defense News

Defense One

Defense Scoop

Defense Tech and Acquisition

Inside Defense

Janes Defense Week

Marine Corps Times

The Merge

Modern War Institute

National Defense magazine

National Security Forum - Google Group

Real Clear Defense

Tectonic

USNI News

War On the Rocks

War Tech and Acquisition Headlines

WP Intelligence

Defense Tradeshows (U.S.)

SOF Week

An annual conference focused on special operations forces community, sponsored by SOCOM

AUSA Annual Meeting & Exposition

One of the largest U.S. defense expos, ~ 30,000 attendees

Appendix F: Army Systems By Contractor

Army Acquisition Program Portfolio 2023-2024

4M Research
Global Combat Support System – Army (GCSS-Army)
60° Pharmaceuticals
Warfighter Protection and Acute Care Project Management Office (WPAC PMO)
AASKI Technology
Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
Abbott Point of Care
Warfighter Brain Health Project Management Office (WBH PMO)
ACE Electronics
Joint Battle Command – Platform (JBC-P)
Action Manufacturing
Artillery Ammunition
Acrow Corporation of America
Military Bridging Systems
Acrow Global Limited
Military Bridging Systems
ADA Technologies
Future Army System of Integrated Targets (FASIT)
Advanced Measurement Technology, Inc.
Man-portable Radiological Detection System (MRDS)
Advanced Technology International
Service Equipment Decontamination System (SEDS)
AeroClave, LLC
Joint Biological Agent Decontamination System (JBADS)
Aerojet Rocketdyne
Army Tactical Missile System (ATACMS)
Airbus Helicopter, Inc.
UH-72A/B Lakota (Light Utility Helicopter (LUH))
Allison Transmission
Abrams Main Battle Tank
Amentum Services, Inc
Fixed Wing Project Office (FWPO) Nett Warrior (NW), Military Bridging Systems, Satellite Communications Family of Terminals (SATCOM FoT)
American Ordnance
Artillery Ammunition
Amivas
Warfighter Protection and Acute Care Project Management Office (WPAC PMO)
Amtech
Artillery Ammunition
Anniston Army Depot
Abrams Main Battle Tank, Military Bridging Systems
APC/Ceradyne
Soldier Protection System (SPS)
Applied Intuition
Robotic Combat Vehicle (RCV)
Atlantic Diving Supply, Inc.
Joint Handheld Bio-Agent Identifier (JHBI)

Armor Express
Soldier Protection System (SPS)
Augustine Consulting, Inc. (ACI)
Nett Warrior (NW)
Avion Solutions, Inc.
Fixed Wing Project Office (FWPO)
Avon Protection Systems, Inc.
Joint Service General Purpose Mask (JSGPM) – M53A1
BAE Systems
155 mm M777A2 Lightweight Towed Howitzer
Armored Multi-Purpose Vehicle (AMPV)
Artillery Ammunition
Bradley Fighting Vehicle – M2A4
Heavy Equipment Recovery Combat Utility Lift and Evacuation System (HERCULES) – M88A2
Precision Guidance Kit/Long Range – Precision Guidance Kit (PGK/LR-PGK)
Product Director Paladin (M109A6/M992A2 (A6) and M109A7/M992A3 (A7) or Paladin Integrated Management Program)
Signal Modification (SigMod)
Ball Aerospace
Army Tactical Missile System (ATACMS)
Berg Manufacturing
Force Provider Expeditionary (FPE)
Bethel Industries
Soldier Protection System (SPS)
Birdon America Inc.
Military Bridging Systems
Blue Sky Mast
Signal Modification (SigMod)
Boeing
Army Tactical Missile System (ATACMS)
CH-47F Chinook Cargo Helicopter and CH-47F Block II
Defense Enterprise Wideband Satellite Communications System (DEWSS)
Distributed Common Ground System – Army (DCGS-A)
Forward Area Air Defense System, Line-of-Sight, Rear (Pedestal Mounted Stinger – Avenger)
Booz Allen Hamilton
Distributed Common Ground System – Army (DCGS-A)
Next Generation Biometric Collection Capability (NGXBCC)
Broshuis BV
Enhanced Heavy Equipment Transporter System (EHETS)
Bruker Detection Corp.
Man-portable Radiological Detection System (MRDS)
C5ISR Ultra
Mounted Mission Command – Software (MMC-S)
CACI
Distributed Common Ground System – Army (DCGS-A)
Carter Enterprises
Soldier Protection System (SPS)
Caterpillar
T-9 Medium Dozer with Winch and Tractor, Full-Tracked, T-9 Medium Dozer with Ripper
Cellphire Therapeutics, Inc.
Warfighter Protection and Acute Care Project Management Office (WPAC PMO)
Chemring Sensors and Electronic Systems
Joint Biological Tactical Detection System (JBTDS)

CodeMettle
Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
Collins Aerospace
Army Tactical Missile System (ATACMS)
CH-47F Chinook Cargo Helicopter and CH-47F Block II
Handheld, Manpack, and Small Form Fit (HMS)
Mounted Assured Positioning, Navigation, and Timing (PNT) System (MAPS)
Conrad/Orange Shipbuilding
Army Watercraft Systems (AWS)
Cornerstone Research Group
Future Army System of Integrated Targets (FASIT)
Cummins
Bradley Fighting Vehicle – M2A4
Cummins Power Generation
Tactical Electric Power (TEP)
Day & Zimmermann
Mortar Weapon Systems
DCS
Army Watercraft Systems (AWS)
Defense Systems and Solutions
Fixed Wing Project Office (FWPO)
Digital Solid State Propulsion
Future Army System of Integrated Targets (FASIT)
DOK-ING
Robotic Mine Flail – M160
Domo Tactical Communications
Handheld, Manpack, and Small Form Fit (HMS)
DRS
155 mm M777A2 Lightweight Towed Howitzer
Bradley Fighting Vehicle – M2A4
Third Generation Forward Looking Infrared (3GEN FLIR)
Joint Battle Command – Platform (JBC-P)
DRS Network & Imaging Services, LLC
Military Bridging Systems
DTECH Labs
Satellite Communications Family of Terminals (SATCOM FoT)
Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
Dynetics
Indirect Fire Protection Capability Increment 2 (IFPC Inc 2)
Long-Range Hypersonic Weapon (LRHW)
Eagle-Picher
Army Tactical Missile System (ATACMS)
Elbit Systems of America
Command Post Integrated Infrastructure (CPI2)
Enhanced Night Vision Goggle – Binocular (ENVG-B)
Mortar Weapon Systems
Electronic Warfare Associates
Cyber Environment Replication (CER)
Engense Inc.
Soldier Protection System (SPS)
Epirus, Inc.
Indirect Fire Protection Capability – High Power Microwave (IFPC-HPM)
Evistacom

Satellite Communications Family of Terminals (SATCOM FoT)
Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
Fabrique National Manufacturing, LLC
Small Arms – Crew Served Weapons (CSW)
Fairwinds
Satellite Communications Family of Terminals (SATCOM FoT)
Fidelity Technologies Corporation
Tactical Electric Power (TEP)
FLIR Systems, Inc
Compact Vapor Chemical Agent Detector (CVCAD)
Florida Armor, LLC
Soldier Protection System (SPS)
FN America, LLC
Small Arms – Crew Served Weapons (CSW)
Force Point
Distributed Common Ground System – Army (DCGS-A)
GATR
Satellite Communications Family of Terminals (SATCOM FoT)
GE Aviation
Improved Turbine Engine Program (ITEP) – T901
GE Global Research
Compact Vapor Chemical Agent Detector (CVCAD)
General Dynamics
Man-portable Radiological Detection System (MRDS)
Mortar Weapon Systems
Stryker Brigade Combat Team (SBCT)
Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
General Dynamics European Land Systems
Military Bridging Systems
General Dynamics Land Systems
Abrams Main Battle Tank
Booker Combat Vehicle – M10
Maneuver-Short Range Air Defense Increment 1 (M-SHORAD Inc 1)
Small Multipurpose Equipment Transport (S-MET)
General Dynamics Mission Systems
Distributed Common Ground Systems – Army (DCGS-A)
Future Army System of Integrated Targets (FASIT)
Intelligence and Electronic Warfare Tactical Proficiency Trainer Increment 1/Increment 2 (IEWTPT Inc 1/Inc 2)
General Dynamics Ordnance and Tactical Systems
Ammunition – Large Caliber
Ammunition – Medium Caliber
Artillery Ammunition
Small Arms – Crew Served Weapons (CSW)
General Electric
UH/HH-60M Black Hawk
Gilead Sciences, Inc.
Antiviral Therapeutics (AV TX)
GM Defense
Infantry Squad Vehicle (ISV)
Goodrich
CH-47F Chinook Cargo Helicopter and CH-47F Block II
GT Machining
Military Bridging Systems

Gulfstream/Aerospace
Fixed Wing Project Office (FWPO)
Hamilton Sundstrand Corp
Compact Vapor Chemical Agent Detector (CVCAD)
Honeywell
155 mm M777A2 Lightweight Towed Howitzer
Abrams Main Battle Tank
Army Tactical Missile System (ATACMS)
CH-47F Chinook Cargo Helicopter and CH-47F Block II
Hunter Defense Technologies (HDT)
Force Provider Expeditionary (FPE)
Huntington Ingalls Industries
Fixed Wing Project Office (FWPO)
IAP Inc.
Defense Enterprise Wideband Satellite Communications System (DEWSS)
ICF Incorporated
Force Provider Expeditionary (FPE)
Ideal Innovation Incorporated (I3)
Next Generation Biometric Collection Capability (NGXBCC)
InSAP
Global Combat Support System – Army (GCSS-Army)
InBios International, Inc.
Warfighter Protection and Acute Care Project Management Office (WPAC PMO)
Integrated Solutions for Systems, Inc.
Tactical Contamination Mitigation System (TCMS)
InVeris Training Solutions
Future Army System of Integrated Targets (FASIT)
Israeli Ministry of Defense
Iron Dome Defense System – Army (IDDS-A)
JANUS Research Group
Satellite Communications Family of Terminals (SATCOM FoT)
Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
JCB
High Mobility Engineer Excavator Type IV (HMEE-IV)
JRM Technologies
Future Army System of Integrated Targets (FASIT)
Joint Systems Manufacturing Center
Abrams Main Battle Tank
Kaléo, Inc.
Rapid Opioid Countermeasure System (ROCS)
Kaman
Army Tactical Missile System (ATACMS)
KBR
Fixed Wing Project Office (FWPO)
KBR/KORD Technologies
Directed Energy Maneuver-Short Range Air Defense (DE M-SHORAD)
Klas
Satellite Communications Family of Terminals (SATCOM FoT)
Signal Modification (SigMod)
Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
Kodiak Robotics
Robotic Combat Vehicle (RCV)
Kongsberg Defence and Aerospace

Common Remotely Operated Weapon Station (CROWS) – M153
L2 Defense
Chemical, Biological, Radiological, Nuclear Dismounted Reconnaissance Systems (CBRN DRS)
Nuclear Biological Chemical Reconnaissance Vehicle Sensor Suite Upgrade (NBCRV SSU)
L3 FOS
Army Tactical Missile System (ATACMS)
L3 Harris - Integrated Mission Systems
Fixed Wing Project Office (FWPO)
L3 Harris Technologies, Inc.
Army Tactical Missile System (ATACMS)
Defense Enterprise Wideband Satellite Communications System (DEWSS)
Distributed Common Ground System – Army (DCGS-A)
Enhanced Night Vision Goggle – Binocular (ENVG-B)
Handheld, Manpack, and Small Form Fit (HMS)
Satellite Communications Family of Terminals (SATCOM FoT)
Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
Leading Technology Composites, Inc.
Soldier Protection Systems (SPS)
Leidos
Joint Expeditionary Collective Protection (JECP)
Leidos, Inc.
Fixed Wing Project Office (FWPO)
Leonardo DRS, Inc.
Early Entry Fluid Distribution System (E2FDS)
Family of Weapon Sights – Crew Served (FWS-CS)
Joint Effects Targeting System (JETS)
Military Bridging Systems
Letterkenny Army Depot
Force Provider Expeditionary (FPE)
Lifelens
Warfighter Health Performance and Evacuation (WHPE)
Linchpin Solutions
Satellite Communications Family of Terminals (SATCOM FoT)
Lite Coms/AVL
Satellite Communications Family of Terminals (SATCOM FoT)
LMI
Global Combat Support System – Army (GCSS-Army)
Lockheed Martin Corporation
Advanced Anti-Tank Weapon System – Medium (Javelin)
Army Integrated Air and Missile Defense (AIAMD)
Counterfire Radar – AN/TPQ-53
Helicopter Launched Fire and Forget (HELLFIRE (HF))
High Mobility Artillery Rocket System (HIMARS) – M142
Instrumentable-Multiple Integrated Laser Engagement System (I-MILES)
Joint Air-to-Ground Missile (JAGM)
Long-Range Hypersonic Weapon (LRHW)
Mid-Range Capability (MRC)
Multiple Launch Rocket System (MLRS) – M270A1 and M270A2
Sentinel Aerial Surveillance Radar – AN/MPQ-64 A3 & AN/MPQ-64 A4 (Sentinel A3, Sentinel A4)
Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
Lockheed Martin Missiles and Fire Control
Army Tactical Missile System (ATACMS)
Guided Multiple Launch Rocket System (GMLRS)

Phased Array Tracking Radar to Intercept of Target (PATRIOT) Advanced Capability-3 (PAC-3)
Precision Strike Missile (PrSM)
Lockheed Martin Rotary and Mission Systems
Multi-Function Electronic Warfare – Air Large (MFEW-AL)
Loc Performance
Bradley Fighting Vehicle – M2A4
MAG DS Corp.
Fixed Wing Project Office (FWPO)
Marinette Marine Corporation
Army Watercraft Systems (AWS)
MaxVision, Rugged Portable Computers, LLC
Distributed Common Ground System – Army (DCGS-A)
Microsoft
Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
MossPoint Marine
Army Watercraft Systems (AWS)
MRI Global
Joint Handheld Bio-Agent Identifier (JHBI)
Nuclear Biological Chemical Reconnaissance Vehicle – Sensor Suite Upgrade (NBCRV SSU)
Nammo
Artillery Ammunition
Nanohmics
Warfighter Health Performance and Evacuation (WHPE)
N5 Sensors Inc.
Compact Vapor Chemical Agent Detector (CVCAD)
Nokomis
Future Army System of Integrated Targets (FASIT)
Nordic Ammunition Company (Nammo)-Pocal, Inc.
Mortar Weapon Systems
Northrop Grumman Systems Corporation
Air and Missile Defense Planning and Control System (AMDPCS)
Ammunition – Large Caliber
Ammunition – Medium Caliber
Army Integrated Air and Missile Defense (AIAMD)
Artillery Ammunition
Defense Enterprise Wideband Satellite Communications System (DEWSS)
Forward Area Air Defense Command and Control (FAAD C2)
Fixed Wing Project Office (FWPO)
Precision Guidance Kit/Long Range – Precision Guidance Kit (PGK/LR-PGK)
Oshkosh Defense, LLC
Enhanced Heavy Equipment Transporter System (EHETS)
Family of Medium Tactical Vehicles (FMTV) – A2
Joint Light Tactical Vehicles (JLTV)
Military Bridging Systems
Palletized Load System (PLS) and PLS Extended Service Program (ESP)
Stryker Brigade Combat Team (SBCT)
Pacific Star Communications (PacStar)
Satellite Communications Family of Terminals (SATCOM FoT)
Signal Modification (SigMod)
Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
Palantir USG, Inc.
Distributed Common Ground System – Army (DCGS-A)
PD Power Systems

Tactical Electric Power (TEP)
Pearson Engineering Limited
Military Bridging Systems
Phoenix Defense
Future Army System of Integrated Targets (FASIT)
Phoenix Logistics, Inc
Joint Land Component Constructive Training Capability (JLCCTC)
Pine Bluff Arsenal
Artillery Ammunition**,** Mortar Weapon Systems**,** Warfighter Health Performance and Evacuation (WHPE)
Point Blank Enterprises
Soldier Protection Systems (SPS)
Pratt Miller Defense
Future Army System of Integrated Targets (FASIT)
Production Products Manufacturing & Sales, Co., Inc
Force Provider Expeditionary (FPE)**,** Joint Expeditionary Collective Protection (JECP)
QinetiQ, Inc
Common Robotic System – Individual (CRS-I)**,** Robotic Combat Vehicle (RCV)
Rafa Laboratories, LTD
Advanced Anticonvulsant System (AAS)
Raytheon
Army Integrated Air and Missile Defense (AIAMD)**,** Electronic Warfare Planning and Management Tool (EWPMT)
Raytheon Information Systems
Distributed Common Ground System – Army (DCGS-A)**,**
Sentinel Aerial Surveillance Radar – AN/MPQ-64 A3 & AN/MPQ-64 A4 (Sentinel A3, Sentinel A4)
Raytheon Intelligence and Space
Third Generation Forward Looking Infrared (3GEN FLIR)
Raytheon Missiles and Defense
155 mm Excalibur Projectiles
Stinger Block I with Proximity Fuze (PROX)
Raytheon Technologies
Advanced Anti-Tank Weapon System – Medium (Javelin)
Lower Tier Air and Missile Defense Sensor (LTAMDS)
Ready One Industries, Inc.
Force Provider Expeditionary (FPE)
Uniform Integrated Protection Ensemble Family of Systems General Purpose (UIPE FoS GP)
Red River Army Depot
Enhanced Heavy Equipment Transporter System (EHETS)
Renk America
Bradley Fighting Vehicle – M2A4
Research Innovations Incorporated
Cyber Situational Understanding (Cyber SU)
Riverbend Technology
Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
RTI International
Warfighter Brain Health Project Management Office (WBH PMO)
Safran
UH-72A/B Lakota Light Utility Helicopter (LUH)
SCI Technology
Command Post Integrated Infrastructure (CPI2)
SensorMetrix
Future Army System of Integrated Targets (FASIT)
Serco

Command Post Integrated Infrastructure (CPI2)
Sierra Nevada Corporation
Fixed Wing Project Office (FWPO)
Sigma Defense
Signal Modification (SigMod)
Signature Science
Multi-Phase Chemical Agent Detector (MPCAD)
Sikorsky, a Lockheed Martin Company
UH/HH-60M Black Hawk
Silvus Technologies
Handheld, Manpack, and Small Form Fit (HMS), Signal Modification (SigMod)
Slate Solutions
Soldier Protection Systems (SPS)
Smiths Detection, Inc
Aerosol Vapor Chemical Agent Detector (AVCAD)
SourceAmerica
Uniform Integrated Protection Ensemble Family of Systems General Purpose (UIPE FoS GP)
Systematic
Command Post Computing Environment (CPCE)
Tampa Microwave
Satellite Communications Family of Terminals (SATCOM FoT), Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
TCSI
Fixed Wing Project Office (FWPO)
Telecommunications Systems, Inc
Tactical Network Transport (TNT) At The Halt (ATH) And On The Move (OTM)
Teledyne FLIR
Chemical, Biological, Radiological, Nuclear Dismounted Reconnaissance Systems (CBRN DRS), Common Robotic System – Heavy (CRS-H)**,** Man Transportable Robotic System Increment II (MTRS Inc II)**,** Multi-Phase Chemical Agent Detector (MPCAD)**,** Nuclear Biological Chemical Reconnaissance Vehicle – Sensor Suite Upgrade (NBCRV SSU)
TenCate Advanced Armor USA
Soldier Protection System (SPS)
Textron Aviation Inc.
Fixed Wing Project Office (FWPO)
Textron
Robotic Combat Vehicle (RCV)
Thales Defense & Security, Inc
Handheld, Manpack, and Small Form Fit (HMS)
Theissen Training System
Future Army System of Integrated Targets (FASIT)
Tobyhanna Army Depot
Military Bridging Systems**,** Nett Warrior (NW)
TRX Systems
Dismounted Assured Positioning, Navigation, and Timing (PNT) System (DAPS)
TSI, Incorporated
Protection Assessment Test System (PATS) – M41A1
Ultra Electronics
Air and Missile Defense Planning and Control System (AMDPCS)
Ultra Intelligence and Communications
Signal Modification (SigMod)
US Ordinance
Small Arms – Crew Served Weapons (CSW)

Vascular Solutions Inc
Warfighter Protection and Acute Care Project Management Office (WPAC PMO)
Veterans Corps of America
Man-portable Radiological Detection System (MRDS)
ViaSat
Joint Battle Command – Platform (JBC-P)
Vigor Works, LLC
Army Watercraft System (AWS)
VT Halter Marine
Army Watercraft Systems (AWS)
Weapons & Software Engineering Center
Command Post Computing Environment (CPCE)
Westat
Warfighter Protection and Acute Care Project Management Office (WPAC PMO)
Williams Fairey Engineering Ltd
Military Bridging Systems
Zel Tech
Future Army System of Integrated Targets (FASIT)

Appendix G - House and Senate Armed Services Committee (HASC and SASC) Staff

House Armed Services Committee

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Cybersecurity
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Seapower
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Airland
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Kevin Gates – Professional Staff Member kevin_gates@armed-services.senate.gov

Majority – Selected Subject-Area Assignments

- Acquisition: Eric Lofgren
- Acquisition Workforce: Eric Lofgren
- Shipbuilding Programs: Eric Lofgren
- Maritime Issues: Eric Lofgren
- Test & Evaluation: Eric Lofgren
- Unmanned Surface & Undersea Systems: Eric Lofgren
- Aviation Systems (Fixed-Wing): Kristina Belcourt
- Military Space / Space: Kristina Belcourt
- Hypersonic Weapons: Kristina Belcourt
- Hypersonic Science & Technology: Brad Patout
- Cybersecurity: Olivia Trusty
- Information Technology / Cloud: Olivia Trusty

- Spectrum Management: Olivia Trusty
- Software-Intensive Systems: Olivia Trusty
- Warfighting Networks: Olivia Trusty
- Science & Technology: Brad Patout
- Energy (Installation / Operational): Brad Patout
- Energy (Nuclear): Adam Trull
- Logistics/Transportation Policy; Readiness;; Land Use; Military Construction; FSRM: Brad Patout
- Industrial Base Policy: Katie Magnus
- Medical Research: Katie Magnus
- National Defense Stockpile; Strategic & Critical Materials: Katie Magnus
- Training: Michael Tokar
- Operation & Maintenance; Ground Systems; Maintenance (Army/USMC); Policy: Michael Tokar
- Air Logistics Centers: Kristina Belcourt
- Navy Shipyards: Eric Lofgren
- Missile Defense: Adam Trull
- Nuclear Weapons Stockpile: Adam Trull
- Arms Control: Adam Trull
- Export Controls; FMS; International Defense Cooperation; /NATO; INDOPACOM: Michael Urena
- AFRICOM; CENTCOM; SOCOM; Combating Terrorism: Adam Barker
- STRATCOM: Adam Trull
- CYBERCOM: Olivia Trusty
- SPACECOM: Kristina Belcourt
- TRANSCOM: Brad Patout
- Audit; Budget; Reprogramming: Katie Romaine
- National Defense / Military Strategy; Mgmt/Business/Data: Rick Berger

Minority – Selected Subject-Area Assignments

- Acquisition: Chad Johnson
- Acquisition Workforce: Chad Johnson; Kevin Gates
- Shipbuilding Programs (Surface/Submarines): Creighton Greene; Carolyn A. Chuhta
- Maritime Issues: Creighton Greene
- Test & Evaluation: Kevin Gates; Chad Johnson
- Unmanned Aircraft Systems: Creighton Greene; Creighton Greene & Jenny W. Davis
- Unmanned Surface & Undersea Systems: Creighton Greene
- Aviation Systems (Fixed-Wing): Creighton Greene
- Space / Military Space: Jonathan S. Epstein
- Hypersonic Weapons: Jonathan S. Epstein
- Cybersecurity; IT/Cloud; Warfighting Networks: Kevin Gates
- Spectrum Management: Jonathan S. Epstein; Kevin Gates; Creighton Greene
- Science & Technology: Kevin Gates; Chad Johnson
- Energy (Nuclear): Jonathan S. Epstein
- Energy (Installation / Operational): John H. Quirk V
- Logistics Policy; Readiness; Working Capital Fund; Training; O&M: John H. Quirk V
- Industrial Base Policy: Chad Johnson; Kevin Gates
- Medical Research: Kevin Gates
- National Defense Stockpile; Strategic & Critical Materials: John H. Quirk V
- Export Controls; FMS; Intl Defense Cooperation: Meredith Werner; (FMS also: Chad Johnson)

· AFRICOM; CENTCOM; SOUTHCOM; NORTHCOM: Mariah McNamara Cooper; Jorie Feldman; Meredith Werner; Meredith Werner
· EUCOM/NATO; INDOPACOM: Mariah McNamara Cooper; Michael J. Noblet
· SOCOM; SPACECOM; STRATCOM; TRANSCOM: Michael J. Noblet; Jonathan S. Epstein; Jonathan S. Epstein; Creighton Greene
· Intelligence Issues: Michael J. Noblet; Kevin Gates; Creighton Greene; Jonathan S. Epstein
· DCSA; DLA; DSCA: Kevin Gates; John H. Quirk V; Meredith Werner
· Audit; Budget; Reprogramming: Carolyn A. Chuhta
· National Defense / Military Strategy: Jody L. Bennett; Meredith Werner

Appendix H - Errata From the September 2025 Edition

Thanks to Robert Carlisle and John Dodini for updates.

Federal Acquisition Regulations

Buying Thresholds and Certain Contracting Thresholds in 2025 have changed for the better:

- Micro-Purchases - FAR 2.101: Increased from $10k to $15k.
- Simplified Acquisitions - FAR 2.101: Increased from $250k to $350k.
- Commercial Products and Services Ceiling - FAR 13.500(a): Increased from $7.5m to $9m.
- Requirement Contracts – FAR 16.503: Increased from $100m to $150m.
- IDIQs – FAR 16.504: Increased from $100m to $150m.
- Prime Contractor Subcontracting Plan - FAR 19.702: Increased from $750k to $900k.
- (Associated) Construction Threshold: Increased from $1.5m to $2m.

Certified Cost and Pricing Data Thresholds (FAR 15.403—4)

- Pre-July 1, 2018, Awards: Increased from $750k to $950k.
- July 1, 2018, and Later Awards: Increased from $2m to $2.5m.

Competition and Justification Thresholds

- Justification and Approval – FAR 6.304
- Paragraphs (a)(1) and (a)(2) - Other than full and open competition: Increased from $700k to $900k.
- Paragraphs (a)(2) through (a)(4): Increased $15m figure to $20m; and increased $70m figure to $90m.
- DoD Increased from $100m to $150m.

8(a) Sole-Source Award - FAR 6.204(b): Increased from $25m to $30m.

OSW (R&E)

OSW (R&E) Science and Technology Futures

Add: Jon Burke - director quantum science

Add: Kyle Bunch - deputy director quantum science

OSW (R&E) Mission Capabilities

Add: COL Gerry Tighe - Director International Prototypes and Experiments

Add: An (Mike) Tran under OSD (R&E) Prototypes and Experiments (PE) as director prototypes and experiments

Add: Willie McCallister - under OSD (R&E) Prototypes and Experiments (PE) as director of experiments

Add: under OSD (R&E) Prototypes and Experiments (PE) create a subcategory - Foreign Comparative Technologies

Add: COL Jefferey Naff - Director, Foreign Technology Testing

Add: a subcategory international collaboration and experimentation

Add: Mark Morgan - Director, international collaboration and experimentation

Add: a subcategory Operations

Add: Bob Robinson - Director Operations

Add: as a subcategory to OSD R&E Mission Capabilities: Maritime Domain Portfolio

Add: Daniel (djc) Cabel - Manager, Maritime Domain Portfolio

Add: J.Clay McGuyer - osd r&e mission capabilities-prototypes & experiments

Add: Chris DeLuca -Director of Specialty Engineering, Mission Capabilities

OSW (R&E) Critical technologies

Add: Ryan McGuire -deputy director for strategic intelligence, military assistant to asst sec defense for critical technologies

OSW (R&E) Manufacturing Technology Program

Add: Office of the Secretary of Defense's (OSD) Manufacturing Science and Technology Program (MSTP
Add: Osd Manufacturing Technology Program's Manufacturing Education and Workforce Development (M-EWD) Program
Add: DoD Manufacturing Innovation Institutes
Add: Keith DeVries -Director OSD Manufacturing Technology Program
Add: Steve Recchia, Program Manager for the DoD Manufacturing Innovation Institutes
Add: Mr. Justin McRoberts Program Manager – (OSD) Manufacturing Technology (ManTech) Manufacturing Science and Technology Program (MSTP)
Add: Dr. Timothy L. White - Director of the Army Manufacturing Technology(ManTech) Program in the Office of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology
Add: Mr. Neil Graf - Program Officer within the Office of NavalResearch's (ONR) Manufacturing Technology (ManTech) program, oversees the Composites Manufacturing Technology Center (CMTC)
Add: Dr. Charles Ormsby - Chief, Manufacturing and Industrial Technologies Division, Materials and Manufacturing Directorate Air Force Research Laboratory
Add: David Koch - Director, Defense Logistics Agency (DLA) Research & Development (R&D) Enterprise Service Activity (J68) Information Operations /Defense Logistics Agency's Logistics Research and Development program

OSW (A&S)

Assistant Secretary of War for Energy, Installations, and Environment (ASD(EI&E))

Add: OSW A&S: Assistant Secretary of Defense for Energy, Installations, and Environment (ASD(EI&E)) https://www.acq.osd.mil/eie/
Add: HON Dale R. Marks - Asst Sec War for Energy, Installations, and Environment
Add: Robert (Bob) Thompson - Principal Deputy Asst Sec Wae for Energy, Installations, and Environment
Add: OSD A&S Assistant Secretary of Defense for Energy Resilience & Optimization
Add: Rebecca Isacowitz - Deputy Asst Sec Def for Energy Resilience & Optimization
Add: Jaime Melton Anderson- chief of staff operational-innovation (OE-I)
Add: Mark Sinder - Deputy Asst Sec Def for Infrastructure Modernization & Resilience
Add: John Lazar - operational energy integration lead

Asst Sec Def for Nuclear Deterrence, Chemical, and Biological Defense Policy and Programs

Add: OSD A&S (ND-CBD) Office of the Asst Sec Def for Nuclear Deterrence, Chemical, and Biological Defense Policy and Programs
Add: this diagram
Add: Asst Sec Def for Nuclear Deterrence, Chemical, and Biological Defense Policy and Programs (ASD(ND-CBD))
Add: Mr. Drew Walter Performing the Duties of the Asst Sec Def for Nuclear Deterrence, Chemical, and Biological Defense Policy and Programs (ASD(ND-CBD))
Add: Dr. Robert Soofer Acting Principal Deputy Asst Sec Def for Nuclear Deterrence, Chemical and Biological Defense Policy and Programs (PD ASD(ND-CBD))
Add: Patrick Endress - Senior advisor for strategy and intelligence office of asd nuclear deterrence, chemical and biological defense policy
Add: Ms. Casey Deering Acting Asst Sec Def for Nuclear Matters (DASD(NM))
Mr. Ian Watson Deputy Asst Sec Def for CBRN Defense (DASD(CBRND))
Add: Ms. Cassie Simmons-Brown Performing the Duties of Deputy Asst Sec Def for Threat Reduction and Arms Control
Add: MG Lyle K. Drew - Acting Director, Defense Threat Reduction Agency (DTRA)

OSW A&S Defense Logistic Agency (DLA)

Add: Energy Business Process Support Directorate

Add: Dave Friedler - director, Energy Business Process Support Directorate
Add: Toka Trau-Massey - Supervisory Business Process Analyst

Army

Army G-2 Staff

Add: Andrew Evans - Director, Strategy and Transformation

Army DEVCOM

Add: Adam Seiple - deputy director S&T integration
Add: Jonathan Keller - deputy director DEVCOM C5ISR Center
DEVCON Army Research Lab
Add: Dr. Arwin DeCostanza - strategic partnership
Add: Fredrick Fatemi - senior research scientist quantum sciences

Army Futures Command

Add: Brandon Jay -autonomy and unmanned integration officer

TRADOC

Training and Doctrine Command TRADOC will inactivate on Sept. 26

Army PEO Soldier

Soldier Warrior

Name Change: Product Manager Integrated Visual Augmentation System (PdM IVAS) renamed this the Soldier Borne Mission Command (SBMC) program)
Add: Purpose Built Attritable System (PBAS) program under PEO Solider
Army PEO Soldier, Project Manager Soldier Lethality (PM SL)
Add: LTC Erick Taylor Product Manager as Small Arms Fire Control (PdM SAFC)

Army PEO Soldier, Soldier Weapons (PdM SW)

Add: LTC Bryan Kelso - Product Manager

Army PEO IEW&S

Army PEO IEW&S Defensive Cyber Operations (PM DCO)

Add: LTC Brandon Pye - Product Manager DCO Cyber Analytics and Detection (CAD)
Add: Wayne Sok, Product Manager of PM Defensive Cyber Operations Cyber Platforms and Systems Product Office

Army PEO IEW&S Integration Directorate

Add: Nick LeGrand - Open Architecture and Standards Lead

Army PEO IEW&S Electronic Warfare and Cyber (PM EW&C)

Add: CD4 Jabar Stewart - Senior Technical Advisor Electronic Warfare and Cyber (PM EW&C)

Navy

Navy Disruptive Capabilities Office

Add: John Phillips – Navy disruptive capabilities office Sprint lead USV NWSC support to NW 96 and PMS 420 sUSV

Navy Staff

Add: Navy VADM Yvette M. Davids was assigned as deputy chief of Naval Operations for Operations, Plans, Strategy, and Warfighting Development, N3/N5/N7, Office of the Chief of Naval Operations.
Add: Navy RADM Jeffrey J. Czerewkofor promoted to the VADM, was assigned as deputy chief of Naval Operations for Personnel, Manpower, and Training, N1, Office of the Chief of Naval Operations and Chief of Naval Personnel
Remove: VADM Rick Cheeseman - Deputy Chief Manpower, Personnel, Training, Education N1

Navy Office of Naval Intelligence

Change: Steve Parode to deputy director of Naval Intelligence

Navy RD&A

Add - Nick Devito as part of the Navy RD&A Legislative Affairs department.

Add: Navy (International Programs)

Add: RADM Raymond P. Owens - Deputy Assistant Secretary Of The Navy (International Programs)
Add: William Carty, SES – executive director.
Add: Bill Gay – strategic engagements and Maritime program integration.
Add: Michael Farmer – global security cooperation
Add: Mario Miranda, SES – technology transfer and international agreements
Add: Gregory Biagi - Security cooperation, data

Navy PEO IWS

Add: Jason Hunter - technical leader in Navy's new Integrated Combat System (ICS) in IWS X.

Navy Rapid Capabilities Office

Add: Jim Jester - technical and programmatic lead for the IWS Rapid Capabilities Office, now pulled up to the Navy RCO

Navy PEO USC

Add: CPT Eric Hui -program manager expeditionary missions office PMS-408 replaced cpt Haase

NAVSEA

Add: Tom Perotti -NAVSEA Deputy chief engineer
Add: Jim Hurt - program manager PMS 415 undersea defensive systems replaces CAPT Gene Severtson
Add: Danielle Reilly - deputy program manager PMS 415

NAVWAR

August 28 marked the official launch of the NAVWAR Cyber Directorate.
Add: Carly Jackson - CTO NAVWAR and Lead for Science and Technology; and Head of the Cyber and Science and Technology Department at the Naval Information Warfare Center Pacific
Add: Baron Jolie - deputy Program Manager for the US Navy's Command and Control Systems Program Office (PMW 150).
Add: Philip Baptiste, technical director of PMW 150.
Add: Eric Andalis - program manager PMW 760.
Add: Kelvin Harkins, EMBA -Integration Platform Manager for the Carrier & Air Integration Program Office (PMW 750), responsible for #C4I integration and installation of New Construction Nuclear Powered Aircraft Carrie
Add: John "Jack" Powers - Logistics and Training Lead for the Tactical Mobile (TacMobile) Program of Reco, Air Integration Program Office (PMW 750)
Add: david kuhn- technical director c4i

Marine Corps

Add: Elizabeth Jansen- deputy for planning, programming and budgeting in science and technology division
Marine expeditionary force
Add: Steven Atkinson - AC/S G-9 science and technology

SOCOM

Add: Army LTG Jonathan P. Braga to commander, JSOC (Joint Special Operations Command,) Special Operations Command, Fort Bragg, North Carolina.

SOCOM Acquisition, Technology and Logistics (SOF-ATL)

Add: SOF-ATL International Operations

Add: J.D. Barnes - Chief International Operations
Add: Bill Oliva - International programs, security assistance
Add: Julius Denson - International Program mgr, FMS/CWT/FCT/DEF
Add: Gail Kemeliotis - International Program coordinator, CWT/FCT/DEF
Add: David Ray - International Program coordinator, FMS
Add: Aki Paylor - International Program coordinator, FMS
Add: Gary Roach - FVEY National Program coordinator, FDR
Add: Youram Levy - FRA National Program coordinator, ICS SA
Add: Mark Kobe - Irregular warfare Tech SPA director, LNO
Add: Michael Laubach - JPN/FIN/NOR/SWE National Program coordinator, FDR

Air Force

Assistant Secretary of the Air Force for Space Acquisition and Integration (SAF/SQ)

Space Development Agency (SDA)

Remove - Dr. Derek Tournear - Director of the Space Development Agency (SDA)
Change - Gurpartap "GP" Sandhoo, the current SDA deputy, is acting director
Add: Mike Eppolito will serve as acting deputy director
Add: Sean Allen -Chief SDA TAP lab (SSC)
Add: Jennifer D Elzea - Director of strategic engagement

Air Force Materiel Command

Add: Air Force Materiel Command
Add: MG Mark Slominski - Air Force Materiel Command

AFLCMC Intelligence Surveillance and Reconnaissance (ISR) and Special Operations Forces (SOF) Directorate

Add: Mr. Benjamin Tran - Chief for the Capabilities Development Office (CDO), Intelligence Surveillance and Reconnaissance (ISR) and Special Operations Forces (SOF) Directorate,

Space Force

Space Operations Command is getting a rebrand to "Combat Forces Command"
Add: MG Greg Gagnon nominated to lead this new command.
Add: LTG David "Rock" Miller, who commanded the Space Operations Command will be the Space Force's chief of strategy.
Add: LTG David N. Miller, Jr. deputy chief of Space Operations for Strategy, Plans, Programs, and Requirements, U.S. Space Force, Pentagon, Washington, D.C. Miller is currently serving as commander, Space Operations Command, Peterson Space Force Base, Colorado.
Add: LTG Douglas A. Schiess deputy chief of Space Operations for Operations, Schiess is currently serving as commander, U.S. Space Forces – Space/Combined Joint Force Space Component Commander, U.S. Space Force, Vandenberg Space Force Base, California.
Add: Space Force MG Steven P. Whitney promoted to LTG and assigned as director, Force Structure, Resources and Assessment, J-8, Joint Staff.. Whitney is currently serving as director of Staff, Space Force
Jake Schneider – Kobayashi maru, chief of portfolio, platform
Stevie Medeiros - Commander system Delta 84
Whitney Hessler -Branch lead at Space Spark Spacewerx

Space Systems Command

Change: SSC/AAA (Space Servicing, Mobility and Logistics) is now Col Scott Carstetter (replaced Col Joyce Bulson)
Change: SSC/SZA (Orbital Warfare) is now Col Brendan Hochstein (replaced Col Erik Stockham). Some of this is also getting reorg'd into SpOC next week anyway.

Mike Dunn -Technical Director, Global Positioning System Wing, Space and Missile Systems Center, Air Force Space Command

Appendix C — Venture Capital Firms
Add: Brave Capital
Add: Ernestine Fu Mak - Founder
Add:MVA (MilVet Angels)
Add:Gene Mak - Co-Founder
Add:Jameson Darby - Co-Founder
Add:Ernestine Fu Mak - Co-Founder
Add: Rsquared Ventures
Add: Josh Berglund - Managing Partner
Add: Jeff Eggers - Managing Partner

Add: Appendix G - House and Senate Armed Services Committee (HASC and SASC) Staff