[BG Kurt Helphinstine](#) - Deputy Commander, Seventh Air Force

Special Operations Command Pacific

[MG Jeffrey A. VanAntwerp](#) - Commander Special Operations Command Pacific

U.S. Forces Korea

U.S. Forces Japan

Joint Interagency Task Force West

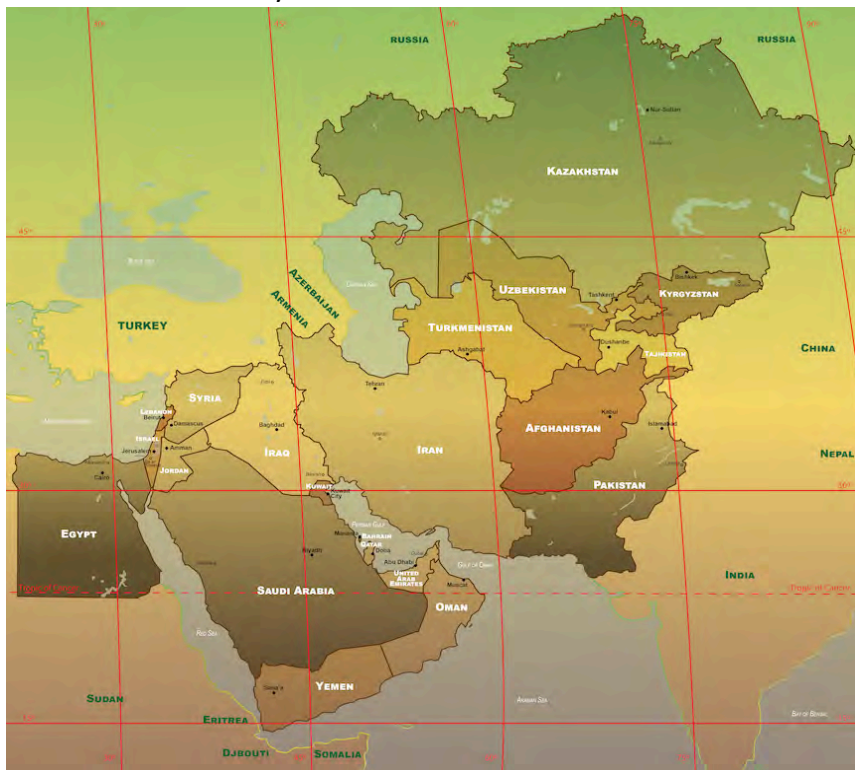**U.S. Space Forces - Indo-Pacific**

U.S. Coast Guard - Pacific Area

Center for Excellence in Disaster Management and Humanitarian Assistance (CFE-DM)

US Central Command (CENTCOM)

United States Central Command (CENTCOM) is one of six geographic combatant commands defined by the Department of War. As a geographic combatant command, CENTCOM is in charge of using/integrating United States Army, Navy, Air Force and Marine Corps forces within the CENTCOM area of responsibility.

Area of Responsibility (AOR)

CENTCOM's area of responsibility (AOR) spans more than 4 million square miles and is populated by more than 560 million people from 25 ethnic groups, speaking 20 languages with hundreds of dialects and multiple religions. The demographics in the AOR create opportunities for tension and rivalry.

The geography of the region consists of the intersection of three continents and globally vital commercial sea lanes, flight corridors, pipelines and overland routes. The 21 nations of the AOR, which stretches from Northeast Africa across the Middle East to Central and South Asia, have forms of governance ranging across the political spectrum, including emerging democracies, hereditary monarchies, autocracies, and Islamist theocratic regimes.

CENTCOM Headquarters Staff

ADM Brad Cooper - Commander, CENTCOM

MG Sean M. Salene - Performing the Duties of Deputy Commander, CENTCOM

COL Mike Adamski - executive officer to the commander, CENTCOM

MG Richard A. Harrison - Chief of Staff, CENTCOM

J1 - Manpower and Personnel Directorate, CENTCOM

J2 - Intelligence, CENTCOM

Vacant - Director, Intelligence (J2), CENTCOM

J3 - Operations, CENTCOM

MG Curtis R. Bass - Director, Operations (J3), CENTCOM
Capt Paul J. Billy - J3 Joint Fires and Effects
Heather Price- Plans Officer, J-35

J4 Logistics, CENTCOM

BG Mike Siegl - Director, Logistics (J4), CENTCOM
COL Carl Hennemann - J45

J5 Strategy, Plans, and Policy, CENTCOM

RADM Adan G. Cruz - Director, Strategy, Plans, and Policy (J5)

J6 Cyber, CENTCOM

BG Paul D. Howard - Director, Cyber (J6), CENTCOM

J7 Exercises & Training, CENTCOM

MG Jon K. Mott - Director of Exercises and Training, CENTCOM

J8 Resources and Analysis Directorate, CENTCOM

Mr. Robert Unger, SES - Director J8, CENTCOM
LTC Stephen Sapol - Analysis and Plans Division Chief
Mark Jozwiak - Deputy, Analysis and Requirements US CENTCOM

Office of the Chief Technology Officer, CENTCOM

Joy Anglean Shanaberger - CENTCOM chief technology officer
Nate Huston - deputy chief technology and data officer at CENTCOM
Cyrus Jabbari - Chief Data Officer, CENTCOM
Michelle Dryden - Director of Strategic Affairs, office of the Chief Technology Officer, CENTCOM

CENTCOM Component Commands

CENTCOM has a headquarters staff without any military units permanently assigned to it. CENTCOM operates with Component Commands - one for each of the U.S. armed services, along with a joint special operations component and a number of subordinate joint task forces. A list and short description of each Component Command is provided below:

U.S. Army Central (ARCENT)

ARCENT is headquartered at Shaw Air Force Base, South Carolina, and has a forward headquarters in Kuwait. Also serves as the Coalition Forces Land Component Command.

Naval Forces Central Command (NAVCENT)

headquarters in Manama, Bahrain, the home of the U.S. Fifth Fleet. NAVCENT forces include an Expeditionary Strike Group and standing maritime forces. NAVCENT also serves as the command element for the Combined Maritime Forces, composed of naval forces from ~30

nations responsible for combating terrorism, piracy, illegal drug trafficking, and freedom of navigation and commerce in the region.

Vice Adm. George Wikoff - nominated as Commander Naval Force Europe-Africa and Allied Joint Forces Command Naples

Air Forces Central Command (AFCENT)

headquartered at Shaw Air Force Base, South Carolina and has a forward headquarters in Qatar. AFCENT is responsible for air operations, either unilaterally or in concert with coalition partners.

LTG Derek C. France - Commander, Ninth Air Force (Air Forces Central) and the Combined Forces Air Component Commander for U.S. Central Command

MG David G. "Baja" Shoemaker - Deputy Commander, 9th Air Force (Air Forces Central) and Deputy Commander, Combined Forces Air Component Command, United States Central Command, Southwest Asia

Air Warfare Center - Central

COL Nicklaus Walker - Commander Air Warfare Center

Marine Corps Forces Central Command (MARCENT)

headquarters on MacDill Air Force Base, Florida is responsible for Marine Corps forces in the CENTCOM AOR and provides Marine expeditionary forces.

LTG Joseph Clearfield - nominated to be commander Marines Corps Forces Central Command

Special Operations Command Central (SOCCENT)

headquartered at MacDill Air Force Base, Florida and maintains a forward headquarters in Qatar. SOCCENT employs Special Operations capabilities in partnership with U.S. government agencies, regional security forces..

MG Jasper Jeffers - Commander U.S. Special Operations Command Central

U.S. Space Forces Central (SPACECENT)

headquartered at MacDill Air Force Base, Florida and maintains a forward headquarters in Qatar. SPACECENT executes space operations in support of USCENTCOM operations, activities, and interests.

COL Chris Putman - Commander, US Space Forces – Central

European Command - EUCOM

GEN Alexus G. Grynkewich - Commander EUCOM and NATO Supreme Allied Commander Europe (SACEUR)

LTG Robert C. Fulford - deputy Commander EUCOM

EUCOM Headquarters Staff

J2 Intelligence EUCOM

Vacant - director intelligence, EUCOM

J3 Operations EUCOM

MG Daniel T. Lasica - Director of Operations, EUCOM

J4 Logistics EUCOM

BG Shane M. Upton - Director of Logistics, J-4, EUCOM

J5 Plans, Policy, and Strategy EUCOM

MG Russell D. Driggers - Director of Plans, Policy, and Strategy (J5), EUCOM

BG Chris McKinney - J5 Deputy Director, EUCOM

COL Jonathan Sirard - Strategy Division Chief, J5 EUCOM

J6 Cyber, Command, Control, Communications EUCOM

MG John H. Phillips (USAR) - Director J6, Cyber/C4 (IMA) EUCOM

Darren Friesz - EUCOM J6 Chief of Staff, EUCOM

J8 Requirements & Resource Integration EUCOM

Ms. Sally Pfenning, SES - Director Requirements & Resource Integration, J8, EUCOM

BG Joseph G. Lock - Deputy Commander, Special Operations Command Europe / Director, Special Operations EUCOM

Southern Command SOUTHCOM

Vacant - Commander, U.S. Southern Command

LTG Evan L. Pettus - Military Deputy Commander, U.S. Southern Command

Ambassador Stephanie Syptak-Ramnath - Civilian Deputy to the Commander and Senior Foreign Policy Advisor

Area of Responsibility

The Southern Command Area of Responsibility encompasses 31 countries and 12 dependencies and areas of special sovereignty. The region represents about one-sixth of the landmass of the world assigned to regional unified commands.

SOUTHCOM´s Area of Responsibility includes:

- The land mass of Latin America south of Mexico
- The waters adjacent to Central and South America
- The Caribbean Sea

SOUTHCOM Headquarters Staff

J2 Intelligence SOUTHCOM

BG Kristina J. Green - Director of Intelligence, J2, SOUTHCOM

J3 Operations SOUTHCOM

RADM Brendan C. McPherson - Deputy Commander, Coast Guard Pacific Area, SOUTHCOM

J4 Logistics SOUTHCOM

COL Douglas Burke - Director for Logistics, J4, SOUTHCOM

J5 Plans, Policy, and Strategy SOUTHCOM

MG Julian C. Cheater -Director, Strategy, Policy and Plans J5, SOUTHCOM

J6 Communications Systems Directorate SOUTHCOM

COL Jared W. Snawder-director J-6 Communications Systems Directorate, SOUTHCOM

J8 Resources & Analysis SOUTHCOM

Dr. Carlos Braziel, SES - Resources & Analysis (J-8), SOUTHCOM

Northern Command - NORTHCOM

GEN Gregory M. Guillot - Commander, North American Aerospace Defense Command and Northern Command

LTG Thomas Carden- Deputy Commander, U.S. Northern Command, and Vice Commander, U.S. Element, North American Aerospace Defense Command

MG John V. Meyer III - Chief of Staff Northern Command

LTG Robert D. Davis- nominated to be triple-hatted as the commander of U.S. Northern Command's Alaskan Command, the Alaskan North American Aerospace Defense Region, and the 11th Air Force.

NORTHCOM Headquarters Staff

J2 Intelligence NORTHCOM

BG Maurizio D. Calabrese - Director of Intelligence and Information

J6 Cyber NORTHCOM

Christine V. Rummel - Director of Cyberspace Operations (J-6)
Dennis Knoop - Integration Division Chief, NORAD NORTHCOM J6

SOCOM
LTC Zach Embers - Director, J-4, Special Operations Command North

Africa Command - AFRICOM

GEN Dagvin R.M. Anderson - Commander AFRICOM
LTG John W. Brennan, Jr. - Deputy Commander AFRICOM

AFRICOM Headquarters Staff

J2 Intelligence, AFRICOM

RADM Ben Snell - Director of Intelligence, J2, AFRICOM

J3 Operations, AFRICOM

MG Justin R. Hoffman - Director of Operations, J3, AFRICOM
RADM Cameron Chen - Deputy Director for Operations, J3 AFRICOM
MG Tina B. Boyd (USAR) - Deputy Director, J3 (IMA)

J4 Logistics, AFRICOM

BG George "Dutch" Dietrich III - Director of Logistics, J4, AFRICOM
Benjamin Buchholz - Logistics Director / J4 Combined Joint Task Force - Horn of Africa

J5 Strategy, Plans & Policy, AFRICOM

MG Garrick M. Harmon - Director Strategy, Engagement, and Programs J5, , AFRICOM
BG Eero R. Keravuori (USAR) - Deputy Director, Plans and Strategic Integration, J-5, AFRICOM

J-6 Command, Control, Communications, & Computers/Cyber, AFRICOM

Joseph Gardner — J6 Director, AFRICOM
Ms. Clare O'Keeffe - Deputy J6, AFRICOM
Dennis Sidre - J6 Team, AFRICOM
COL Guadalupe Resendez - Director, J63, AFRICOM

J-8 Resources and Assessment, AFRICOM

Mr. Paul Landauer - director of Requirements, Analysis, and Resources J8, AFRICOM
LTC Jared Bindi - Chief, Science, Tech, and Innovation J8, AFRICOM

Strategic Command - STRATCOM

STRATCOM sets operational requirements and enterprise priorities for nuclear C2 and deterrence.

PAE and CPEs (especially within SAF/AQ) designs, acquires, and sustains the systems that fulfill those requirements.

STRATCOM NEC (Nuclear Command, Control and Communications**)** bridges them ensuring modernization coherence across all NC3 and supporting systems.

ADM Rich Correll - STRATCOM Commander

MG John Weidner - Chief of Staff, STRATCOM

STRATCOM Headquarters Staff

J1 - Human Capital STRATCOM

Develops and administers manpower and personnel policies, HR, and personnel assignments

COL Ryan E. Richardson- Director J1, STRATCOM

J2 - Intelligence STRATCOM

RADM Ralph R. "Russ" Smith Director J2, STRATCOM

J3 - Global Operations STRATCOM

LTG Brandon D. Parker - director J3 (Nominated to be the Air Force Staff AF/10), STRATCOM planning, employment and operation of DoD strategic assets

Combat and Information Operations

Current Operations

Logistics

Joint Electromagnetic Spectrum Operations (JEMSO)

J4 - Logistics STRATCOM

Logistics plans, coordinates and executes joint logistics functions, and facilities.

CPT John French - director J4, STRATCOM

J5 - Plans and Policy STRATCOM

Coordinates and develops future plans, policy and strategy

RADM Thomas R. "TR" Buchanan - director J5, STRATCOM

J6 - Command, Control, Communications and Computer Systems STRATCOM

systems, networks and communications

Ms. Elizabeth M. Durham-Ruiz, SES - director J6, STRATCOM

J7 - Joint Exercises, Training and Assessments STRATCOM

Manages Joint Exercises, Training, and Assessments programs. Provides modeling and simulation support for exercises and training events to the Joint Chiefs of Staff (JCS), Combatant Commands, and other Major Commands (MAJCOM). Manages the Joint Lessons Learned Program. Augments the battle staff during a crisis.

Jeffery B. "JB" Miller, SES - director J7, STRATCOM

J8 - Capability and Resource Integration STRATCOM

[Robert J. Taylor, Jr., SES](#) - director J8, STRATCOM

Conducts force management and analysis to include integrating, coordinating, prioritizing, and advocating future concepts, mission capability needs, weapons system development, support for emerging technologies, and command and control architecture. Responsible for all command requirement processes, and ensures appropriate decision support tools and assessment processes are in place to enhance operational capabilities.

NEC - Nuclear Command, Control and Communications (NC3) Enterprise Center STRATCOM

[Amanda G. Kato, SES](#) - director NEC, STRATCOM

[Stacy Furcini](#), NH-04 - program manager COCOM C2

JEC - Joint Electromagnetic Operations Center STRATCOM

MG [AnnMarie K. Anthony](#) - director JEC, STRATCOM

training, education, and assessment for a contested/congested electromagnetic spectrum

U.S. Space Command - SPACECOM

Headquartered at Peterson Space Force Base, Colo.

GEN Stephen N. Whiting - Commander, U.S. Space Command

SPACECOM Headquarters Staff

GEN Stephen N. Whiting - Commander, SPACECOM

LTG Thomas L. James - Deputy Commander SPACECOM

RADM Sean R. Bailey - Chief of Staff, SPACECOM

Scott M. Anderson, SES - Executive Director, SPACECOM

J2 Director of Intelligence SPACECOM

Vacant - Director Intelligence

J3 Operations, SPACECOM

MG Anthony J. Mastalir - Director, Global Space Operations (J3) SPACECOM

J4 Logistics SPACECOM

Jay Barnard - J4 Director, SPACECOM

J5 Strategy, Plans & Policy SPACECOM

MG Brian Gibson Director, Plans and Policy, J-5 SPACECOM

J6 - Digital Superiority Directorate SPACECOM

Richard Yu: J-6 Director and Chief Information Officer for the U.S. Space Command.

J8 Capability & Resource Integration   SPACECOM

Thomas A. Lockhart, Jr. SES - J-8 Director, SPACECOM

Richard 'Dick' Palmer - J-8 Deputy Director, SPACECOM

SPACECOM Components

Army Space & Missile Defense Command

Marine Corps Forces Space Command

Navy Space Command

Air Forces Space

U.S. Space Forces - Space

Joint Functional Component Command For Missile Defense

Transportation Command - TRANSCOM

GEN Randall Reed - Commander TRANSCOM
LTG Jered P. Helwig - Deputy Commander TRANSCOM
RADM Kristin Acquavella - Chief of Staff, U.S. Transportation Command
Mr. Markus Rogers - Chief Data Officer for US Transportation Command
GEN John D. Lamontagne - Commander, Air Mobility Command

TRANSCOM Headquarters Staff

J1 Personnel TRANSCOM

Will Cooper - director J1, TRANSCOM

J2 Intelligence TRANSCOM

CAPT Tim Raymie- Director J2, TRANSCOM

J3 Operations TRANSCOM

MG Daniel H. Tulley - Director, Operations (J3), TRANSCOM

J4/5 Strategy, Policy, Programs & Logistics TRANSCOM

RADM Christopher D. Stone - director J5, TRANSCOM
Mark Cyr, SES - Deputy Director for Strategic Plans, Policy and Logistics, TRANSCOM

J6 Command, Control, Communications and Cyber Systems TRANSCOM

COL Michael McFeeters - director J6, TRANSCOM
Patrick Grimsley, SES - executive director J6 and the Deputy Chief Information Officer

J8 Program Analysis & Financial Management TRANSCOM

James McGinley, SES - director Program Analysis & Financial Management, TRANSCOM

JECC - Joint Enabling Capabilities Command TRANSCOM

BG Michael E. McWilliams - Commander, Joint Enabling Capabilities Command, TRANSCOM
BG Christopher M. Zidek - Deputy Commander, Joint Enabling Capabilities Command
Mr. Marshall Ramsey - Executive Director Joint Enabling Capabilities Command
COL Robert Greiner - chief of staff at Joint Enabling Capabilities
COL Kyle R. Yates - Commander, Joint Communications Support Element
COL Evan C. "Bogey" Parr - Commander, Joint Planning Support Element

Air Mobility Command

GEN John Lomantagne -Commander, Air Mobility Command
LTG Rebecca J. Sonkiss - Deputy Commander, Air Mobility Command

Cyber Command - CYBERCOM

LTG William J. Hartman - Acting Commander, CYBERCOM (possibly dual-hatted to NSA)

RADM Dennis Velez- Acting Deputy Commander, CYBERCOM

Patrick Ware, SES - Executive Director, CYBERCOM

RADM Kevin P. Lenox - Acting Chief of Staff, USCYBERCOM

Kyle Baldassar - Chief of Fires and Effects

CYBERCOM Headquarters Staff

J2 Intelligence CYBERCOM

BG Kayle M. Stevens - Director of Intelligence J-2, CYBERCOM

J3 Operations CYBERCOM

RADM Ronald A. Foy - Director of Operations, J3, CYBERCOM

BG Brian D. Vile - Deputy Director, Future Operations, J-3, CYBERCOM

BG John F. Popiak - Deputy commander (operations), CYBERCOM

J4 Logistics CYBERCOM

Rob Paolucci - director J4, CYBERCOM

J5 Plans, Policy, and Strategy CYBERCOM

RDML Kevin P. Lenox; also listed as Acting Chief of Staff, CYBERCOM

J-6 Command, Control, Communications, & Computers/Cyber CYBERCOM

Tim Turner - Director of Communications and CIO (J6), CYBERCOM

J8 Capability & Resource Integration CYBERCOM

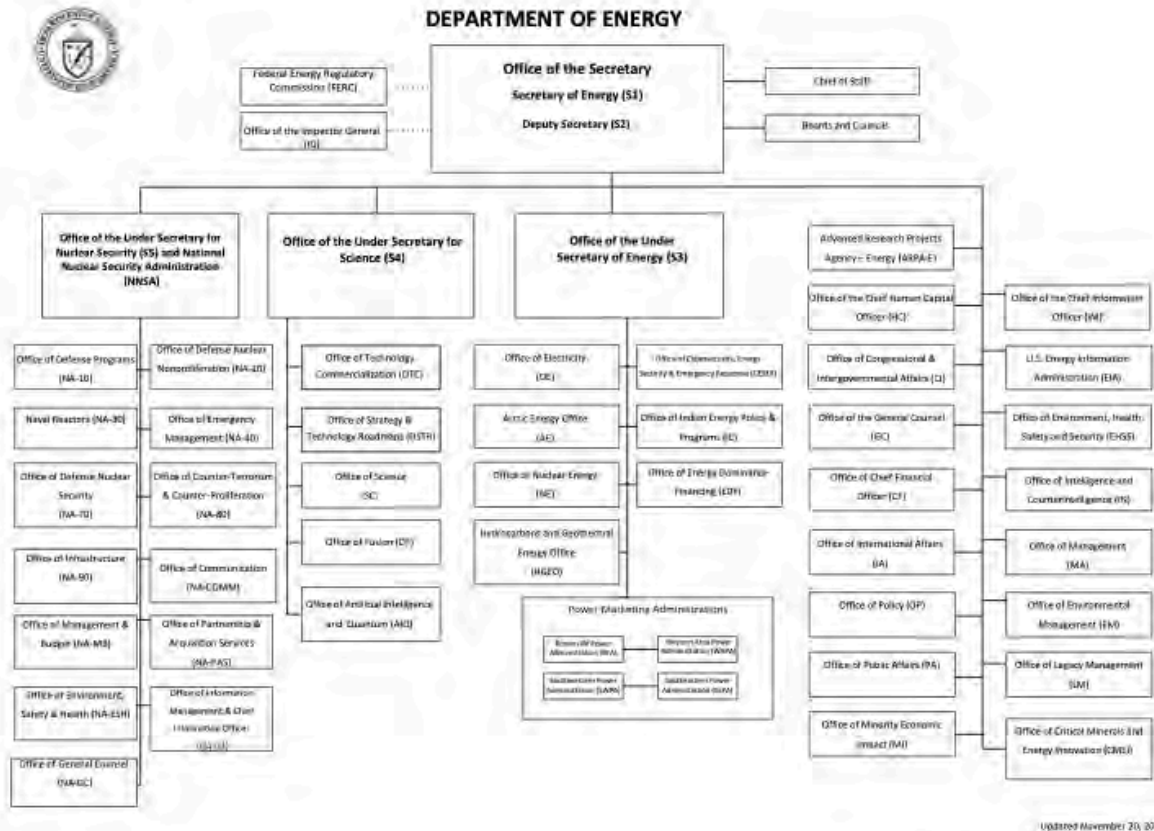BG Kenneth J. Burgess - Capability & Resource Integration (J-8), CYBERCOM

Department of Energy (DOE)

Hon Chris Wright - Secretary of Energy
James Danly - Deputy Secretary of Energy

ARPA-E (Advanced Research Projects Agency-Energy)

Conner Prochaska - Director of the Advanced Research Projects Agency-Energy (ARPA-E).
Spencer Silverman - Chief of Staff ARPA-E
Dr. Daniel Cunningham
Deputy Director for Technology ARPA-E
Dr. Luis Ortiz - Deputy Director for Commercialization ARPA-E
Dr. Laurent Pilon - Associate Director for Technology and Program Director ARPA-E
Dr. Jenifer Shafer - Associate Director for Technology and Program Director
Developing economic and proliferation resistant technologies to support advanced reactor deployment, as well as manage nuclear waste and used nuclear fuel.
Hai Duong - Associate Director for Finance ARPA-E
Geoff Goode - Chief Counsel ARPA-E
Priyanka Vashisht - Attorney-Advisor ARPA-E
Charles Conway - Attorney-Advisor ARPA-E
Samuel DeWitt - Attorney-Advisor ARPA-E

Peder Maarbjerg - Assistant Director for External Coordination ARPA-E

Dr. Assel Aitkaliyeva - Program Director nuclear energy enabling technologies.

Dr. Halle Cheeseman - Program Director, batteries and electrochemical devices ARPA-E

Dr. Ahmed Diallo - Program Director, commercial fusion energy

Dr. Johan Enslin - Program Director, future electrical power system technology and operations.

Dr. Mario Garcia-Sanz - Program Director advanced control engineering, wind energy systems, renewable and conventional power generation, electrical distribution systems, smart grid technologies, and water treatment plants and networks.

Dr. William Horak - Program Director advanced thermal systems, nuclear energy, and combined heat and power.

Dr. Charles Werth - Program Director novel water-energy systems

Dr. Cory Phillips - Program Director, chemical reaction engineering (CRE), heterogeneous catalysis and statistical modeling.

Dr. James Seaba - Program Director, domestic synthetic fuels and chemicals production, novel energy system designs, energy distribution and storage.

Dr. Jyotsna Sharma - Program Director, hydrocarbon resource optimization, advanced sensing technologies, and AI-driven energy solutions.

Dr. Steven Singer - Program Director/Senior Scientist in the Biological Systems and Engineering Division at Lawrence Berkeley National Laboratory. reimagining nitrogen and carbon management in agriculture and biomanufacturing.

Dr. Jeffrey Snyder - Program Director energy materials, including magnetic materials, semiconductors, building materials, thermal engineering, thermal-to-electric energy conversion, and electrochemical energy conversion and storage

Dr. Robert Mellors - Program Director, geothermal energy, seismological monitoring, distributed acoustic sensing, and satellite radar.

Dr. Jungho Kim - Program Director, high heat transfer methods, building energy, and carbon sequestration ARPA-E

Dr. Emily Kinser - Program Director, sensors and semiconductor technologies, including 3D Integration and silicon photonics ARPA-E

Dr. Ryan Chaban - Fellow at ARPA-E

Dr. Peter Dotti - Fellow ARPA-E

Dr. Alina LaPotin - Fellow ARPA-E

Cayle Bradley - Technology-to-Market Advisor ARPA-E

Priyanka Bakaya - Technology-to-Market Advisor ARPA-E

Dr. Xin Wu - Technology-to-Market Advisor ARPA-E

Dr. David Nye - Technology-to-Market Advisor

Brandon Beyer - Lead Grants Management Specialist ARPA-E

Jessica Highland - Lead Grant Management ARPA-E

Carol Maldonado - Grants Management Specialist ARPA-E

Driola Morrill - Grants Management Specialist

Ryan Watson - Grants Management Specialist

Lisa Persson - Procurement Analyst

National Nuclear Security & Administration (NNSA) S-5

Brandon M. Williams - Under Secretary for Nuclear Security and Administrator NNSA

Scott Pappano - Principal Deputy Administrator NNSA

James McConnell - Associate Principal Deputy Administrator NNSA

Chris Moran - Associate Administrator for External Affairs NNSA

Enterprise Planning and Analysis (NA-1.1)

Cindy Lersten - Director, Office of Enterprise Planning and Analysis NNSA

Civil Rights (NA-1.2)

Bonnie Baisden - Director, Office of Civil Rights NNSA

Cost Estimating and Program Evaluation (NA-1.3)

Dr. Theresa "Teri" Lalain - Director, Office of Cost Estimating and Program Evaluation(CEPE)NNSA

Defense Programs (NA-10)

David A. Hoagland - Acting Deputy Administrator for Defense Programs, NNSA

Defense Nuclear Nonproliferation (NA-20)

Dr. Matthew Napoli - Deputy Administrator for Defense Nuclear Nonproliferation NNSA

Naval Reactors (NA-30)

RADM William (Bill) J. Houston - Deputy Administrator for Naval Reactors

Emergency Management (NA-40)

Jessica Falcon - Acting Associate Administrator for Emergency Management NNSA

Defense Nuclear Security (NA-70)

Lewis "Lew" Monroe III - Associate Administrator and Chief, Defense Nuclear Security NNSA

Counterterrorism and Counterproliferation (NA-80)

Dr. Wendin D. Smith - Associate Administrator and Deputy Under Secretary for Counterterrorism and Counterproliferation NNSA

Matthew Napoli - Deputy Administrator for Defense Nuclear Nonproliferation NNSA

Infrastructure (NA-90)

Nicole Nelson-Jean, SES - Associate Administrator for the Office of Infrastructure NNSA

Congressional and Intergovernmental Affairs (NA-CI)

Thomas "Lee" Ashlock - Associate Administrator for Congressional and Intergovernmental Affairs NNSA

Communications (NA-COMM)

Mariza Smajlaj - Director of Communications NNSA

Environment, Safety, and Health (NA-ESH)

Ahmad Al-Daouk - Associate Administrator, Office of Environment, Safety, and Health NNSA

General Counsel (NA-GC)

Lisa Daley Mangi- General Counsel NNSA

Information Management and Chief Information Officer (CIO) (NA-IM)

James Wolff - Associate Administrator for Information Management and Chief Information Officer (CIO) NNSA

Management and Budget (NA-MB)

Jeff Shoulta - Acting Associate Administrator for Management and Budget NNSA

Partnership and Acquisition Services (NA-PAS)

Pete Rodrik - Associate Administrator for Partnership and Acquisition Services

Walter Cole - Director, Strategic Planning and Analysis NNSA
Dennis Emmert, SES - Director of Nuclear Industrial Base Monitoring NNSA
Chris Wei - Deputy Director, Lithium Modernization NNSA

The Department of Energy has 17 National Laboratories. Four are managed by the NNSA, the other 13 by the Office of Science.

National Nuclear Security Administration National Laboratories

- Lawrence Livermore National Laboratory
- Los Alamos National Laboratory
- Sandia National Laboratories
- Savannah River National Laboratory

National Nuclear Security Administration (NNSA) Field Offices

Ted Wyka - Manager of Los Alamos Field Office NNSA

Florence Tindle, SES - Manager of Livermore Field Office NNSA

[Dr. Daryl Hauck](#) - Manager of Sandia Field Office NNSA

[Mary Helen Hitson](#) - Manager of Y-12 Field Office NNSA

[Michael A. Mikolanis](#), SES - Manager of Savannah River Field Office NNSA

[Jason A. Armstrong](#), SES - Manager of Pantex Field Office NNSA

[Betty L. Huck, SES](#) - Manager of Nevada Field Office NNSA

[Shekita Robinson, SES](#) - Acting Manager for Kansas City Field Office NNSA

[DOE: Office of the Undersecretary for Science (S-4)](#)

Responsible for the: the Office of Office of Strategy and Technology Roadmaps,the Office of Science, and 13 of the 17 DOE National Laboratories. In addition, it manages the [Genesis Mission](#), a new national effort to use AI to transform how scientific research is conducted and accelerate the speed of scientific discovery.

[Dr. Darío Gil](#) - Under Secretary for Science, DOE

The Department of Energy has 17 National Laboratories. 13 Nondefense National Labs are managed by the Office of Science, the other 4 are managed by the NNSA.

Nondefense DOE National Laboratories

- [Ames Laboratory](#)
- [Argonne National Laboratory](#)
- [Brookhaven National Laboratory](#)
- [Fermilab](#)
- [Idaho National Laboratory](#)
- [Lawrence Berkeley National Laboratory](#)
- [National Energy Technology Laboratory](#)
- [National Laboratory of the Rockies](#)
- [Oak Ridge National Laboratory](#)
- [Pacific Northwest National Laboratory](#)
- [Princeton Plasma Physics Laboratory](#)
- [SLAC National Accelerator Laboratory](#)
- [Thomas Jefferson National Accelerator Facility](#)

DOE Office of Strategy and Technology Roadmaps (OSTR) (previously the [Office of Critical and Emerging Technologies](#))

artificial intelligence (AI), biotechnology, quantum, and microelectronics

[Helena Fu](#) - Director, Office of Critical and Emerging Technologies**Office of Fusion (OF)**

The Department has established an office exclusively devoted to research, discovery and commercialization of fusion energy.

Office of Artificial Intelligence and Quantum (AIQ)

This newly established office will lead and coordinate the Department's work in developing advanced supercomputer and AI technologies.

National Quantum Information Science Research Centers (NQISRCs)

Co-design Center for Quantum Advantage (C2QA) – *Brookhaven National Laboratory*
improving materials used in superconducting and plasma-grown, diamond-based quantum devices and developing modular approaches for superconducting and neutral-atom systems.

Charles (Chuck) Black - Deputy Associate Laboratory Director for the Energy and Photon Sciences Directorate and Director C2QA

Andrew Houck - Chief Scientist, C2QA Princeton University

Kai-Mei Fu - Deputy Director, C2QA Pacific Northwest National Laboratory/ Univ of Washington

Steve Hulbert - Deputy Director, C2QA Brookhaven National Laboratory

Kim McGuire - Chief Operating Officer, C2QA Brookhaven National Laboratory

Satyavolu Papa Rao - Chief Technology Officer, C2QA NY Creates

Coherence-driven Materials Design Thrust Leaders

Nathalie de Leon - Thrust Lead, C2QA Princeton University

Mingzhao Liu - Area Lead, C2QA, Brookhaven National Laboratory

Alastair Stacey - Area Lead, C2QA Princeton Plasma Physics Laboratory

Marvin Warner - Area Lead, C2QA Pacific Northwest National Laboratory

Modular Quantum Systems Thrust Leaders

Michael Hatridge - Thrust Lead, C2QA Yale University

Nathan Wiebe - Area Lead, C2QA Pacific Northwest National Laboratory

Isaac Chuang - Area Lead, C2QA Massachusetts Institute of Technology

Jeff Thompson - Area Lead Princeton University, C2QA

Superconducting Quantum Materials and Systems Center (SQMS) – *Fermi National Accelerator Laboratory*
scale quantum devices based on superconducting microwave cavities, developing new methods of refrigeration and technologies.

Anna Grassellino - SQMS Center Director, Senior Scientist, Fermilab

Akshay Murthy - SQMS Center Deputy Director , Materials Focus Area Lead, Performance Variations, Lead Associate Scientist, Fermilab

Quantum Technology Thrust

Alexander Romanenko - Quantum Technology Thrust Leader, Devices Focus Area Lead, 3D QPU, Lead Chief Project Executive, Fermilab

Roni Harnik -Quantum Science Thrust Leader, Senior Scientist, Quantum Theory Department Head, Fermilab

Quantum Ecosystem Thrust

Silvia Zorzetti - Quantum Ecosystem Thrust Leader, QPU Connectivity and Transduction, Co-Lead, Workforce Development, Lead 3D Software/Middleware, Lead, Department Head, Quantum Computing Co-Design and Communication, Fermilab

Co-design and Integration Teams Thrust

James A. Sauls - Co-design and Integration Teams Thrust Leader, Chair of Theoretical Physics,, Louisiana State University

Quantum Device Architecture

Andrew Bestwick - Rigetti Lead PI, 2D QPU, Lead, Director of Quantum Device Architecture, Rigetti Computing

Department of Energy

Matthew Kramer - Ames National Lab Lead PI, Lead Distinguished Scientist, Materials Science and Engineering Associate Professor, Iowa State University

Florent Lecocq - NIST Lead PI, Novel 2D qubits, Amplifiers, Sensors, Co-Lead, Senior Research Associate, NIST

Quantum Computing Architectures Taskforce

Eleanor G. Rieffel - NASA Ames Lead PI, Quantum Computing Architectures Taskforce, Lead, Senior Research Scientist and QuAIL Lead, Chief Scientist, NASA Ames

James Rondinelli - Northwestern University Lead PI, Understanding Qubit Loss Mechanisms, Co-Lead Professor, Northwestern University

Jigang Wang - Senior Scientist, Ames National Laboratory; Materials Focus Area Team Member, SQMS

CM/HEP Applications Taskforce

Thomas Iadecola - CM/HEP Applications Taskforce Lead Scientist, Ames National Laboratory, Assistant Professor, Iowa State University

Alex Melnychuk - Scientist, Fermilab; Physics and Quantum Sensing Team Member, SQMS

Andrei Lunin - Principle Engineer, Fermilab; Physics and Sensing Focus Area Team Member, Devices Focus Area Team Member, SQMS

Q-NEXT– Argonne National Laboratory

Algorithms and chip components to scale quantum operations on chip and across labs and cities, preserving entanglement. prototyping next-generation quantum sensors.

Martin Holt - Director, Argonne scientist, Extreme Characterization Thrust leader Q-NEXT

Jennifer Dionne - Deputy Director, senior associate vice provost of research platforms/shared facilities at Stanford University, associate professor of materials science

David Awschalom - Q-NEXT Chief Science Officer, senior scientist and quantum information science group leader in the Materials Science Division at Argonne

Supratik Guha - Chief Technology Officer

Heterogeneous Integration For Entanglement Scaling Q-NEXT

Mark Eriksson - Large Scale Effort Lead – Heterogeneous Integration For Entanglement Scaling professor of physics at the University of Wisconsin-Madison

Multiscale Entanglement-Enhanced Sensing Q-NEXT

Kent Irwin - Large Scale Effort Lead – Multiscale Entanglement-Enhanced Sensing professor Department of Physics at Stanford

Network-Distributed Information And Processing Q-NEXT

Paul Kwiat - Large Scale Effort Lead – Network-Distributed Information And Processing chair in electrical engineering and physics at the University of Illinois Urbana-Champaign

Quantum Systems Accelerator (QSA) – Lawrence Berkeley National Laboratory

- Advanced Superconducting Qubit Systems
- Extensible Neutral Atom Systems
- Ion System Engineering
- Noise Management
- Algorithms Matched to Quantum Hardware

Bert de Jong - Center Director, LBNL leads the Applied Computing for Scientific Discovery Group,

Dan Stick - Deputy Director, Sandia developing micro-fabricated ion traps for quantum information.

John Preskill - Science Coordinator, Caltech. theoretical quantum information, quantum computing, and quantum error correction

Birgitta Whaley - Director Of Berkeley Quantum Information And Computation Center

Mikhail Lukin - Professor Of Physics Harvard University, Technical Staff
Sandia National. Quantum Optics

Jun Ye - Professor Of Physics, Adjoint, University Of Colorado New Tools For Light-Matter Interactions

Christopher Monroe- Professor Of Ece And Physics Duke . Quantum Information Science

Dr. Mollie Schwartz- Technical Staff Quantum Information And Integrated Nanosystems Group At Mit Lincoln Laboratory. Superconducting Quantum Technology

Quantum Science Center (QSC) – Oak Ridge National Laboratory
quantum-accelerated high-performance computing, developing open-source software for quantum-classical workflows that accelerate scientific advancements across multiple disciplines.

Software Ecosystem Thrust

Vicente Leyton - Lead Software Ecosystem

Hybrid Algorithms Thrust

Yigit Subasi - Lead Hybrid Algorithms
workflows for the QHPC ecosystem that target quantum simulation of model materials

QHPC Architectures Thrust

Chris Zimmer - Lead QHPC Architectures
 co-designs approaches for executing applications on hybrid computing systems.

Scientific Applications Thrust

Andrew Sornborger - Lead Scientific Applications
simulation codes for quantum materials by implementing hybrid workflows on QHPC systems:

Experimental Validation Thrust

Michael McGuire - Lead Experimental Validation
Quantum spin systems to validate QHPC simulations

DOE: Office of Technology Commercialization (OTC-1)

Anthony Pugliese - Director & Chief Commercialization Officer

Marcos Gonzales Harsha - Principal Deputy Director

Frank Salomone - Director, Small Business Research Grants

Rima Oueid - Senior Commercialization Executive

Business Operations

Tanisha Parker - Chief Operating Officer

Technology Transfer Policy and Practice

Charles Russomanno - Senior Advisor, Technology Transfer Policy and Practice

Market Analysis

Stephen Hendrickson- Director, Market Analysis

Amit Samra - Market Analyst

Rita Valkovskaya - Business and Industry
Commercialization Programs

Kirsten Hillyer - Commercialization Program Manager
Kyle Fricker - Commercialization Program Manager
Rebecca Szymkowicz - Commercialization Program Manager
Bahar Sayed - Commercialization Program Specialist
Innovative Partnering Mechanisms

Mary Yamada - Director, Innovative Partnering Mecharism
Samantha Ruiz - Associate Director, FESI
Felipe Barcia - Commercialization Program Specialist
Carolina Villacis - Commercialization Program Manager
Katherine Harsanyi - Commercialization Program Manager

DOE **Office of Technology Commercialization Programs** (OTC)
- *Technology Commercialization Fund*

Bridging the gap between early-stage research and commercial deployment
- *Energy I-Corps*

 workforce development training and funding to our National Lab, plant, and site researchers to support energy technology commercialization.
- *Energy Program for Innovation Clusters (EPIC)*

Supporting incubators and accelerators via pitch competitions across the country.
- *Lab Partnering Service*

A search engine that connects with the department's National Laboratories, sites, and facilities to take your research or product to the next level..
- *Partnership Intermediary Agreements*

Allowing cooperative and joint activities between DOE and small business firms, for rapid development, scaling, commercialization.
- *Foundation for Energy Security and Innovation*

 An independent agency that can help DOE accelerate the development and commercialization of critical energy technologies

DOE: Office of Small Business Programs (OSBP)

Charles Smith, SES - Director, Office of Small Business Programs (OSBP)
Tamara L. Miles - Principal Deputy Director, Office of Small Business Programs (OSBP)
Carol L. Streczywilk - Deputy Director, Corporate Resource Management/Chief Business Officer
Dan Duckwitz - Senior Data Analyst OSBP
Kent L. Hibben - Senior Small Business Advocate OSBP
Mark R. Lochbaum - Senior Small Business Advocate OSBP
Darren B. Lurie - Program Communications Specialist OSBP
Nicola E. Ohaegbu - Senior Small Business Advocate OSBP

DOE Funding For Small Businesses
- *ARPA-E Funding Opportunities*

- *EERE Funding Opportunities*
- *Federal Energy Management Program Funding Opportunities*
- *Fossil Energy Solicitations and Business Opportunities*
- *Grid Deployment Funding Opportunities*
- *Indian Tribes and Alaska Native communities Funding Opportunities*
- *Manufacturing and Energy Supply Chains Funding Opportunities*
- *Office of Science Funding Opportunities*

DOE Energy Information Administration

Semi-independent agency under the U.S. Department of Energy and is the source for impartial energy information.

DOE Analysis & Projections

Office of the Under Secretary of Energy S-3

Responsible for Arctic Energy Office, Office of Cybersecurity, Energy Security, and Emergency Response, Office of Indian Energy Policy and Programs, Office of Nuclear Energy, The Power Marketing Administrations (Bonneville Power Administration, Western Area Power Administration, Southwestern Power Administration, Southeastern Power Administration)

Alex Fitzsimmons - Acting Under Secretary of Energy

Arctic Energy Office

Erin Whitney - Director, Arctic Energy Office
Michael McEleney - Senior Advisor, Arctic Energy Office

Office of Cybersecurity, Energy Security, and Emergency Response

Alex Fitzsimmons -Director, Office of Cybersecurity, Energy Security, and Emergency Response
Lili Colon - Principal Deputy Director, Office of Cybersecurity, Energy Security, and Emergency Response

Grid Deployment Office (GDO)

development of new and upgraded electric infrastructure
Tina Francone - Director
Joe Alexander - Chief of Staff
James Briones - Acting Principal Deputy Director
Dave Parsons - Acting Deputy Director
Alissa Baker - Acting Deputy Director

Federal Energy Management Program

Mary Sotos - Director, Federal Energy Management Program
consolidates most of the previous Office of Fossil Energy and Carbon Management's (FECM) portfolio (excluding minerals) and the Geothermal Technologies Office (GTO) from the Office of Energy Efficiency and Renewable Energy (EERE).
Dr. Kenneth R. Vincent - Acting Deputy Director, Office of Petroleum Reserves

Office of Indian Energy

David F. Conrad - Acting Director/Deputy Director, Office of Indian Energy

Office of Electricity (OE)

Oversees most of the Grid Deployment Office's former grant and technical assistance portfolio, including the Grid Innovation and Resilience Partnerships (GRIP) Program. OE will continue to spearhead research and development to strengthen and modernize the nation's power grid.

Catherine Jereza - Assistant Secretary of the Office of Electricity

Gilbert Bindewald III - Principal Deputy Assistant Secretary, Office of Electricity

Terri Lee - Chief Operating Officer, Corporate Business Operations

Grid Systems and Components (OE-10)

Michael Pesin - Deputy Assistant Secretary, Grid Systems and Components

Emeka Obikwelu- Director Grid Systems

David Howard - DirectorGrid Components

Kerry Cheung - Director Applied Grid Transformation

Grid Controls and Communications (OE-20)

Bill Parks- Deputy Assistant Secretary, Grid Controls and Communications

Jose Benitez - Director Grid Modeling

Sandy Jenkins - Director Grid Controls

Nathaniel Horner - Director Grid Cybersecurity And Communications

Energy Storage (OE-30)

Eric Hsieh - Deputy Assistant Secretary, Energy Storage

Mo Kamaludeen - Director (Acting) Storage Analysis

Mo Kamaludeen - Director Storage Validation

Caitlin Callaghan - Director Storage Materials And Systems

Office of Energy Dominance Financing (EDF)

The Loan Programs Office has been rebranded as the Office of Energy Dominance Financing (EDF), managing the Energy Dominance Financing Program, Tribal Energy Loan Guarantee Program and Advanced Technology Vehicles Manufacturing Loan Program.
EDF will also manage the Transmission Facilitation Program, which was under the Grid Deployment Office.

Greg Beard - Senior Advisor, EDF

Jeffrey McClure - Senior Advisor, EDF

Phil Kangas - Acting Deputy Director, EDF

Hernan Cortes - Director of Underwriting & Structuring, EDF

Rupinder Kaur - Director of Portfolio Management, EDF

Jeff Layman - Acting Chief Counsel, EDF

Joshua Moraczewski - Acting Director of Outreach & Business Development, EDF

John Sholhead - Director of Management & Operations, EDF

Todd Stribley - Director of Environmental Compliance, EDF

EDF Tech Sector Leads

Julie Kozeracki - Nuclear Tech Sector Lead

Joshua Moraczewski - Clean Coal, Oil and Gas & Hydrocarbons Tech Sector Lead

Denis O'Meara - Utility Upgrades Tech Sector Lead (Contractor)

Chelsea Sexton - Manufacturing & Transportation Tech Sector Lead
Elizabeth Bellis Wolfe - Grid & Transmission Tech Sector Lead (Contractor)

Office of Nuclear Energy

Ted Garrish - Assistant Secretary for Nuclear Energy

Dr. Michael Goff - Principal Deputy Assistant Secretary

Dennis Miotla - Chief Operating Officer

Florie Knauf - Acting Deputy Assistant Secretary for Nuclear Fuel Cycle

Dr. Rian Bahran - Deputy Assistant Secretary for Nuclear Reactors

Aleshia Duncan - Deputy Assistant Secretary for International Cooperation

Paul Murray - Deputy Assistant Secretary for Spent Fuel and High Level Waste Disposition

Robert Boston - Manager, Idaho Operations Office

Office of State and Community Energy Programs

Office of Clean Energy Demonstrations

Power Marketing Administrations

John Hairston -Administrator and CEO, Bonneville Power Administration

Tracey A. LeBeau -Administrator and CEO, Western Area Power Administration

Mike Wech - Administrator, Southwestern Power Administration

Virgil Hobbs - Administrator and Chief Executive, Southeastern Power Administration

DOE Office of Critical Minerals and Energy Innovation (CMEI)

Audrey Robertson - Assistant Secretary CMEI
CMEI has consolidated the Department's critical minerals and materials initiatives into a central program office. CMEI also includes most of the other programs in the Energy Efficiency and Renewable Energy (EERE) portfolio. CMEI includes:

Office of Fossil Energy and Carbon Management's (FECM) minerals projects

Kyle Haustveit - Assistant Secretary for Fossil Energy

Curt Coccodrilli - Principal Deputy Assistant Secretary for Fossil Energy

Marianne Walck, Ph.D. - Director, National Energy Technology Laboratory

Vicki Michetti - Deputy Assistant Secretary for Operations

Ryan Peay - Deputy Assistant Secretary for the Office of Resource

EERE's Advanced Manufacturing and Materials Technologies Office (AMMTO)

Vehicle Technologies Office (VTO)

Office of Manufacturing and Energy Supply Chains

CMEI also includes several previous stand-alone programs offices, including:

Bioenergy Technologies Office

Industrial Technologies Office

Wind Energy Technologies Office

Solar Energy Technologies Office

Water Power Technologies Office

Hydrogen and Fuel Cells Technologies Office

Office of State and Community Energy Programs

Federal Energy Management Program

Some projects from the Office of Clean Energy Demonstrations

Appendix A: DoW Program Executive Offices (PEOs)

PEO Golden Dome
OUSD(I&S): PEO Defense Counterintelligence and Security Agency (DCSA)
DISA: PEO Transport
DISA: PEO Spectrum
DISA PEO Cyber
DISA: PEO Mission Assurance (PEO MA)
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 So   f lutions (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)

Appendix B: 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

Michael Hauser - Managing Partner
Rana Barzegar - Platform
Chris George - Principal

BAE Systems Technology Scouting

BAE Systems Deep Tech Accelerator
Cait Brumme - CEO of MassChallenge

SAIC Ventures

Lauren Knausenberger -Managing Director

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

Arlington Capital Partners

Matthew L. Altman - Managing Partner
Michael H. Lustbader - Managing Partner
Benjamin J. Ramundo, Managing Director
David C. Wodlinger - Managing Partner
Peter M. Manos - 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

Mr. Ryan Lindner - Chief Investment Officer, 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 Product Marketing and Marcom, Insights Program
 - strategic insights on emerging tech, market, geopolitical trends, and adversary threats

Binh Nguyen - VP Operations

Aleksandar Petkoski - Vice President, System Operations

Clarke Wallace - Vice President

Peter Bronez - Chief Data Officer

Zach Lyman - Chief Strategic Outcomes

Steve Suk - deputy general counsel

Julianne Sobral - Chief People Officer

Alexander Holderness - Research Manager

Robert Caudill - Principal Engineer

James Roper - Principal

Brian Smith -Senior Partner

IQT Investors

Jon Chait - Managing Partner

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
Kevin Sadhu - Investor, New York
Sarah A. Jones - Investor
James Lim - Investor Boston
Mark Strabo - Investor
Kyle McNulty - Investor
Sanil Rajput - Investor - San Francisco
Joseph Addiego - Investor, San Francisco
James Rober - Washington
Paul Jesseman - Director, Strategic Investment

IQT International

Jennifer (Hanenberg) Nelson - Exec VP International
J.D. Englehart - senior investment director, London
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
Mark Kingsley - Director, Portfolio Analysis

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
Samuel Harrison - Technology Architect
Jenny Irvine- Senior Technology Architect, Space
Jonathan Looi - Technology Architect cyber and AI start-ups

Ken Ballerini - Portfolio Success
Nathan Bergin - program manager Portfolio Success

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 microelectronics

Dr. 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. Jessica Dymond - VP Technology B-Next Practice - biotechnology and biosecurity

Louis Rubinson - Co-lead B-Next Practice - biotechnology and biosecurity

IQT government platform accelerator

Barry Leffew - VP government platform accelerator

Compass team

IQT's strategic investment compass — setting portfolio direction, evaluating frontier technologies, and ensuring alignment between government mission needs and startup/venture opportunities.

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)

Dame Fiona Murray - Chair of the Board
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 C: 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

Guide to field-testing in Ukraine

Testing defense products in Ukraine is growing in popularity because the country's real combat conditions offer the kind of feedback foreign companies simply can't find anywhere else.

Most commonly, this is done to validate products for use in the country of manufacture or to prepare them for sale, shipment, or delivery as aid to the Ukrainian army. The regulatory process for testing defense goods consists of several stages, this includes importing products into Ukraine, the testing process, and the return (export).

There are several platforms that facilitate testing in Ukraine:
• Brave1 - Test in Ukraine - handles the testing process, from contacting training grounds and military units to collecting feedback from the military. Manufacturers are responsible for the legal formalities involved in importing and exporting the goods from Ukraine.
• IRON Lviv Tech Cluster, an association of defense manufacturers, launched the IRON Global project in May 2025. This new project aims to bring together defense companies and European experts to jointly develop, and test solutions based on Ukrainian battlefield experience. All participants have access to a testing ground where tests can be conducted without the use of combat units.
• The Iron Range, initially established by the Ukrainian government to test Ukrainian products, is also open to foreign companies. If a foreign manufacturer is interested in supplying products to Ukraine, they can conduct tests, obtain an official conclusion on the product's performance, and use it to make an offer to Ukraine's Defense Ministry.
• It is also possible for foreign companies to open a subsidiary production facility in Ukraine, said Maksym Cherkis of Stark Defense, a German defense company developing drones and AI solutions. The company would then have the opportunity to test its products. A company that develops unmanned vehicles, for instance, would submit an application to the Unmanned Systems Forces Command for a flight permit, and then receive official permission to fly in a specific region.

Compliance standards for testing in Ukraine
To bring foreign military or dual-use goods into Ukraine, companies must comply with Ukrainian legislation. The Law on State Control of International Transfers of Military and Dual-Use Goods provides foreign entities with the right to import and export such items for testing purposes.

The main authority responsible for issuing the relevant permits and conclusions is the State Service for Export Control (SSEC). It is also important to note that a simplified import procedure is in effect during martial law. It applies to a fairly wide range of goods and does not require a permit from the SSEC. However, if the import is carried out specifically for R&D purposes, these products are not covered by preferential customs exemptions. This actually increases the final cost, Cherkis said.

In addition to Ukrainian regulations, foreign companies must also consider the export legislation of their own countries. Companies must also undergo screening against sanctions lists and be able to prove the legitimacy of the end user.]

Pros/cons of testing products in Ukraine
Ukraine offers other advantages that are difficult to find in Europe or the U.S. In Germany, for example, drones undergo only basic flight tests, but there are strict restrictions on airspace

usage; Flights are allowed only for licensed pilots, at limited altitudes up to 300 meters, and within a small radius of 2–3 km. This makes it difficult to test flight range and prevents the full testing of hardware functionality.

Moreover, in Europe, it is impossible to test a product's resilience to electronic warfare or simulate GPS signal loss, both of which are important aspects of drone evaluation. Testing in Ukraine is more attractive, but there are still airspace regulations to be aware of. During an air raid alert, flights are prohibited for everyone except the military, and even after the alert ends, there may still be situations where E.W. systems remain active. In such cases, even with flight authorization, active E.W. systems can interfere with GPS or communications, creating uncertain conditions.

With that in mind, if a foreign company wants to test its product in Ukraine, it should:
•	Find a partner in Ukraine (such as a defense firm or choose a platform where the company wants to conduct testing.
•	Research export regulations in both the foreign country and Ukraine.
•	Prepare necessary documents and get the product ready for transportation.
•	Conduct testing in Ukraine and collect feedback.

Appendix D - Defense Publications, Blogs 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

ExecutiveGov

GovConWire

Inside Defense

Janes Defense Week

Marine Corps Times

The Merge

Modern War Institute

National Defense magazine

National Security Forum - Google Group

Real Clear Defense

Small Wars Journal

Special Operations Forces News

Tectonic

The War Zone

USNI News

War On the Rocks

War Tech and Acquisition Headlines

WP Intelligence

Defense Tradeshows (U.S.)