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# The DoW Directory

## Capability Program Executives (CPEs) and Portfolio Acquisition Executives (PAEs)

The Portfolio Acquisition Executive (PAE) is responsible for the entire end-to-end process of the different Acquisition functions: Capability Gaps/ Requirements, System Centers, Programming, Acquisition, Testing, Contracting and Sustainment. PAEs are empowered to take calculated risks in pursuit of *rapidly delivering* innovative solutions.

Capability Program Executives (CPEs) are responsible for acquisition of the weapons and/or services in a Portfolio. They (and their Contracting Officers) buy things. Program Managers (PMs) work within the CPE and manage subsets of the larger program.

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Revision 3

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## 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 60 years - for the better. The introduction of Portfolio Acquisition Executives means that what were previously Program Executive Offices (PEOs) are now *Capability Program Executives (CPEs)*, and act as a Portfolios' acquisition arm.

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This means this document was out of date the day it was written.

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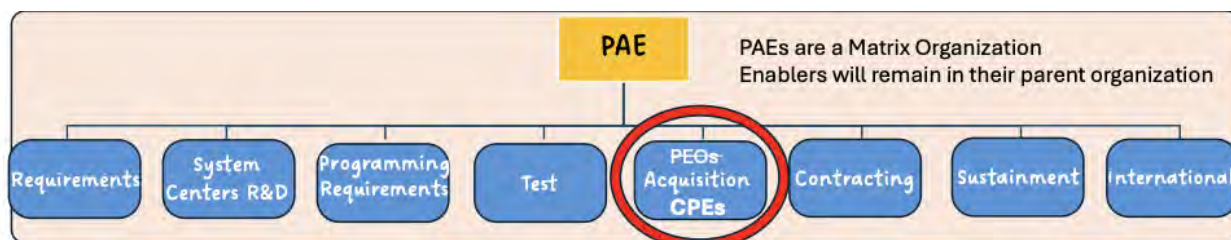
## December 2025 - Update 3 Notes

With the major changes in how the Department of War (DoW) plans for and buys weapons and services, The PEO Directory is now *The DoW Directory*. These changes reflect a top-to-bottom transformation of DoW Acquisition, moving from contracts that prioritize how much a weapon costs to how fast it can be delivered. And this update of the Directory reflects those changes.

### The Warfighting Acquisition System – The Portfolio Acquisition Executive

To cut through individual acquisition silos, the services are creating Portfolio Acquisition Executives (PAEs) organized around common Warfighting Concepts, technologies, or operational integration needs.

The old PEO Offices are now part of this larger Portfolio Acquisition Executive. The difference is now each Portfolio Acquisition Executive (PAE) is responsible for the entire end-to-end process of the different Acquisition functions: Capability Gaps/Requirements, System Centers, Programming, Acquisition (the PEOs), Testing, Contracting and Sustainment.



Today's Program Executive Offices/Officers (PEOs) will become *Capability Program Executives* (CPEs), and act as a Portfolios' acquisition arm.

Portfolio Acquisition Executives (PAEs) are organized as a matrix organization – using people from existing organizations – requirements, PEOs CPEs, sustainment, contracting etc. The PAEs themselves will have a small staff for coordination. This means that the PAEs will have a small coordinating staff, while the existing organizations will remain in place.

The good news for startups and nontraditional vendors is that DoW will prioritize speed to delivery - buying off-the-shelf things that already exist, and use fast-track acquisition processes, rather than the cumbersome existing [Federal Acquisition Regulations](#). To manage all of this, they are reorganizing the entire Acquisition ecosystem across the Services.

### **Multiple Acquisition Portfolios In Each Service**

Each Service (Army, Navy, Marines, Air Force, Space Force) will have multiple Portfolios each run by a Portfolio Acquisition Executives (PAEs). For example, the Army will reorganize its 12 existing PEO offices to become part of 6 portfolios. Each of the 6 portfolios headed by PAEs will be commanded by a Major General. Further details are in the *How to Use this Directory* section, page 19 and in the section on the Army Portfolio Acquisition Executives starting on page 94.

**Key additions in this December 2025 edition include:**

- Introduction to Portfolio Acquisition Executives...page 20
- A Glossary of the titles and terms used in the DoW... page 43
- The Joint Staff... page 53
- The Army's Portfolio Acquisition Executives (PAEs)...pages 96, 101, 105, 110, 122, 129
- T2COM organization...page 136
- Navy Fleet Forces...page 150
- Preliminary diagram of the Navy PAE Portfolios...page 157
- All Services and Combatant Commands Staff...page 226
- Combatant Commands...page 231
- The Department of Energy...page 258

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

Appendix D lists and links of Defense Publications and Defense Trade Shows.

Appendix E list of all Army system contractors.

Appendix F has a list of the House and Senate Armed Services Committee (HASC/SASC) Staff

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**[Steve Blank](#)**

Pescadero, California

December 2025

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PEO Golden Dome.....	1
OUSD(I&S): PEO Defense Counterintelligence and Security Agency (DCSA).....	1
DISA: PEO Transport.....	1
DISA: PEO Spectrum.....	1
DISA PEO Cyber.....	1
DISA: PEO Mission Assurance (PEO MA).....	1
Army: PEO Joint Program Office Armaments and Ammunition.....	1
Army: PEO Aviation.....	1
Army: PEO Command, Control, Communications-Tactical (PEO C3N).....	1
Army: PEO Combat Support and Combat Service Support (CS&CSS).....	1
Army: PEO Enterprise Information Systems (PEO Enterprise).....	1
Army: PEO Ground Combat Systems.....	1
Army: PEO Intelligence, Electronic Warfare and Sensors (PEO IEW&S).....	1
Army: PEO Missiles and Space (PEO MS).....	1

Army: PEO Soldier.....	1
Army: PEO Simulation Training and Instrumentation (PEO STRI).....	1
Army: PEO Joint Chemical, Bio, Radiological and Nuclear Defense (JPEO-CBRND).....	1
Army: PEO Rapid Capabilities and Critical Technologies Office.....	1
Army: PEO Assembled Chemical Weapons Alternatives (PEO ACWA).....	1
Navy: PEO Robotic and Autonomous Systems.....	1
NAVSEA: PEO Aircraft Carriers (PEO Carriers).....	1
NAVSEA: PEO Integrated Warfare Systems (PEO IWS).....	1
NAVSEA: PEO Ships (PEO Ships).....	1
NAVSEA: PEO Strategic Submarines (PEO SBN).....	1
NAVSEA: PEO Attack Submarines (PEO SSN).....	1
NAVSEA: PEO Undersea Warfare Systems (PEO UWS).....	1
NAVSEA: PEO AUKUS Direct Reporting Program Office.....	1
NAVSEA: PEO Unmanned and Small Combatants (PEO USC).....	1
NAVAIR: PEO Air Anti-Submarine Warfare, Assault & Special Mission (PEO(A)).....	1
NAVAIR: PEO Tactical Aircraft Programs (PEO(T)).....	1
NAVAIR: PEO Unmanned Aviation and Strike Weapons (PEO(U&W)).....	1
NAVAIR: PEO F-35 Lightning II Joint Program Office (PEO F-35).....	1
NAVWAR: PEO Command, Control, Communications, Computers and Intelligence (PEO C4I).....	1
NAVWAR: PEO Digital and Enterprise Services (PEO Digital).....	1
NAVWAR: PEO for Manpower, Logistics & Business Solutions (PEO MLB).....	1
NAVFAC: PEO Industrial Infrastructure.....	1
Marine Corps: PEO Land Systems (PEO LS).....	1
SOF: PEO Directorate of Enterprise Information Systems (DIR-EIS).....	1
SOF: PEO Fixed Wing (PEO-FW).....	1
SOF: PEO Maritime (PEO-M).....	1
SOF: PEO Rotary Wing (PEO-RW).....	1
SOF: PEO Digital Applications (PEO-SDA).....	1
SOF: PEO Services (PEO Services).....	1
SOF: PEO Special Operations Forces Support Activity (PEO-SOFS).....	1
SOF: PEO Special Operations Forces Warrior (PEO-SW).....	1
SOF: PEO Tactical Information Systems (PEO-TIS).....	1
Air Force: PEO Rapid Capabilities Office AFRCO.....	2
Air Force AFLCMC: PEO Command, Control, Communications (C3) and Battle Management (C3BM).....	2
Air Force AFLCMC: PEO Armament Directorate (EB).....	2
Air Force AFLCMC: PEO Business and Enterprise Systems Directorate (BES).....	2
Air Force AFLCMC: PEO Electronic Systems Directorate (HB).....	2
Air Force AFLCMC: PEO Cyber and Networks Directorate (HN).....	2
Air Force AFLCMC: PEO Propulsion Directorate (PB).....	2
Air Force AFLCMC: PEO Fighters and Advanced Aircraft Directorate (WA).....	2
Air Force AFLCMC: PEO Bombers Directorate (WB).....	2
Air Force AFLCMC: PEO Intelligence, Surveillance, and Reconnaissance and SOF Directorate (WI).....	2
Air Force AFLCMC: PEO Mobility Directorate (WL).....	2
Air Force AFLCMC: PEO Joint Strike Fighter Directorate (JSF).....	2
Air Force AFLCMC: PEO Training Directorate (WN).....	2
Air Force AFLCMC: PEO Presidential and Executive Aircraft Directorate.....	2
Air Force AFNWC: PEO for Air-Delivered Capability Directorate (NAD).....	2
Air Force AFNWC: PEO Intercontinental Ballistic Missile Systems Directorate.....	2