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AMERICA'S FRONTIER FUND



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

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This means this document was out of date the day it was written.

Send corrections to: updates@americasfrontier.com

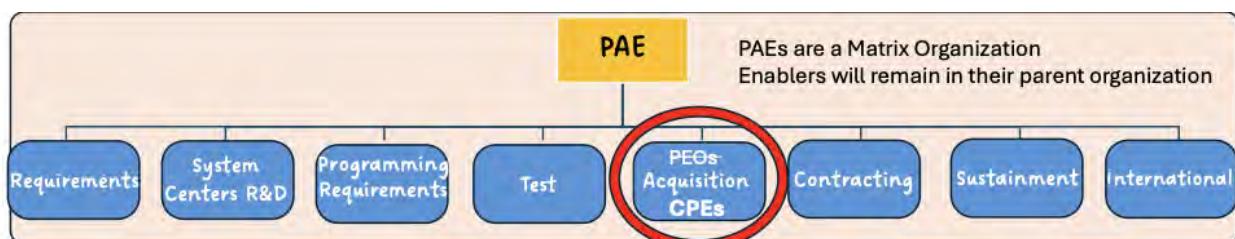
December 2025 - Update 3 Notes

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

Table of Contents

December 2025 - Update 3 Notes.....	1
The Warfighting Acquisition System – The Portfolio Acquisition Executive.....	1
How To Use This Directory.....	1
Welcome.....	1
How to Work With the DoW.....	1
The Services Versus the Combatant Commands - Buyers Versus Users.....	2
The Services Are Also Users - And Likely Early Customers.....	3
SOCOM - A Combatant Command That Can Be An Early Customer.....	3
How Do (Did) the Services Buy? The Federal Acquisition Regulations (FAR).....	4
How Do the Services Buy From Startups? Non-FAR Acquisition.....	5
Other Transaction Authorities (OTAs).....	5
Who Can Award OTAs in the DoW?.....	5
R&D Agreements - CRADAs (Cooperative R&D Agreements).....	6
R&D Agreements - Partnership Intermediary Agreement (PIA).....	7
Commercial Solutions Opening (CSO).....	7
Multiple Authority Announcement (MAA).....	8
TRLs - Technology Readiness Levels.....	8
HRLs - Human Readiness Levels.....	9
SBIRs - Small Business Innovation Research Grants (Currently not Re-Authorized).....	10
What's Next After a SBIR Phase 2? - TACFI/STRATFI.....	11
What's Next After a SBIR Phase 2? - SBIR Phase 3.....	11
What's Next After a SBIR Phase 2? - Prototype to Production OTA.....	12
Talk to the Requirements Writers (Capability Developers).....	12
Talk to the Service Front Doors, Service Labs, Future Concepts Centers and Forward Looking PAEs/CPEs PEOs.....	13
Federal Labs.....	14
Army Labs.....	14
Navy Labs.....	15
Air Force Labs.....	15
Space Force Labs.....	16
SOCOM Labs.....	16
Defense Innovation Unit (DIU).....	16
OTA Consortia.....	17
Tribal/Alaska Native corporations (ANC) Firms.....	18
PIA's, Consortium's and Tribal/ANC - What's The Difference?.....	19
Accelerate the Procurement and Fielding of Innovative Technologies (APFIT).....	19
Programs of Record (PoR).....	19
The New Warfighting Acquisition Organization – The Portfolio Acquisition Executive.....	20
What is a Capability Program Executive (CPE)?.....	22
Before You Talk to CPEs/PMs, Start by Understanding Customers and their Problem.....	23
Who Are the CPEs?.....	24
Understand Who and Where the Saboteurs Are.....	25
Understand Why it Appears Like the Frozen Middle.....	25
Dual-Use Startups and Venture Capital.....	26
The Rise of Defense Venture Capital.....	27

Working with Congress.....	27
HASC and SASC Committees Control DoW (and PAE and CPE) Money.....	28
Staffers Versus Congressman.....	28
DoW Go-To-Market Strategies.....	30
Go-to-Market in the DoW.....	30
If You Don't Have A Working Prototype or Product.....	31
Start with CRADAs and/or PIAs Partnership Intermediary Agreements.....	32
Use Consortia to Get to a Prototype Funding Path.....	32
Subcontract to Primes.....	32
Scale Into Acquisition.....	33
Security Clearance Phase.....	33
Direct-to-Operator / Direct-to-Field - Go to Market Strategy.....	33
Get Out of the Building - Find a "Customer" with a burning and urgent need.....	34
Forward Deploy - developers/founders - Iterate Minimum Viable Products/Solutions.....	35
Find a "Customer" who can and is willing to pay now.....	35
Brief the HASC/SASC Staffers.....	36
Operators, Congress and the PEOs/Program Managers.....	36
Summary: Startup Playbook for Direct-to-Operator.....	36
Advantages of Direct-to-Operator.....	37
Risks / Challenges.....	37
Summary: What Startup Founders Selling to the DoW Should Do.....	37
Getting Ready to Work With the DoW.....	39
Register With SAM, Get a CAGE Code, UEI Number, and Form 2345.....	39
Cyber Security and ITAR - International Traffic In Arms Regulations.....	39
Controlled Unclassified Information (CUI).....	39
Security Clearances.....	39
Types of Clearances Relevant to Startups.....	40
How to Get a Clearance.....	40
Security Clearance Advice for Startups.....	40
Read the DoW Budget and 2025 Reconciliation Bill.....	41
Startups Are A Nontraditional Defense Contractor.....	42
Read Defense Blogs and Attend Defense Trade Shows.....	42
Be Where Your Business Is.....	42
Department of War (DoW) Glossary.....	43
White House Office of Management and Budget (OMB).....	47
E-Government and Information Office (OFCIO).....	47
General Services Administration (GSA).....	47
Public Buildings Service.....	47
Office of Acquisition Policy.....	47
Federal Acquisition Service.....	47
Federal Risk and Authorization Management Program (FedRAMP).....	47
Resource Management Offices (RMOs).....	47
Defense.....	47
Treasury, Housing, Commerce.....	48
Homeland Security.....	48
Economic Policy and Made in America Office.....	48
Education, Income Maintenance, and Labor.....	48
Health.....	48

Natural Resources, Energy, Science, and Water.....	48
Justice and Transportation.....	48
Statutory Offices.....	48
The Office of Performance and Personnel Management (OPPM).....	48
The Office of Information and Regulatory Affairs (OIRA).....	48
Office of Federal Financial Management (OFFM).....	48
The Office of Federal Procurement Policy (OFPP).....	48
The Office of the Intellectual Property Enforcement Coordinator (IPEC).....	48
The Office of Economic Policy (EP).....	48
The Legislative Reference Division.....	48
OMB's Office of Legislative Affairs.....	48
Federal Acquisition Regulation (FAR).....	49
Federal Acquisition Regulatory Council.....	49
FAR Part Deviation Guidance.....	49
Practitioner Album: FAR Part 8 - Required Sources of Supplies and Services.....	49
Practitioner Album: FAR Part 12 - Acquisition of Commercial Products and Services.....	49
FAR Regulations.....	49
FAR Acquisition Regulations by Agency/Department.....	49
FAR Overhaul.....	49
White House Acquisition Memoranda.....	49
DFARS - Documents.....	49
Joint Chiefs of Staff.....	53
Joint Staff - Pentagon.....	53
J1 - Manpower and Personnel Directorate.....	53
J2 - Intelligence.....	53
J3 - Operations.....	53
J4 - Logistics.....	53
J5 - Strategic Plans and Policy.....	53
J6 - Command, Control, Communications, & Computers/Cyber.....	54
J7 - Directorate for Joint Force Development.....	54
J8 - Force Structure, Resources, and Assessment Directorate.....	54
Office of the Secretary of War (OSD).....	55
Legislative Affairs.....	55
Direct Reporting Programs.....	56
Joint Interagency Task Force 401 (JIATF 401).....	57
CPE Golden Dome.....	57
Special Access Programs Central Office SAPCO.....	58
Office of Cost Assessment and Program Evaluation (CAPE).....	58
DoW Chief Information Officer (CIO).....	58
Deputy CIO for Command, Control, & Communications (DCIO C3).....	58
Deputy CIO for Cybersecurity (DCIO CS).....	58
Deputy CIO for Information Enterprise (DCIO IE).....	58
Strategic Capabilities Office (SCO).....	58
Office of the Under Secretary of War for Acquisition and Sustainment (OUSD(A&S)).....	59
OUSD(A&S) Defense Security Cooperation Agency (DSCA).....	59
Defense Security Cooperation Service.....	59
Defense Security Cooperation University.....	59
Office of International Operations.....	59

Office of Business Operations.....	59
Office of Strategy, Plans, and Policy (SPP).....	59
OUSD (A&S) Defense Technology Security Administration DTSA.....	59
International Engagement Directorate (IED).....	59
Export Control Directorate (ECD).....	60
Regulation, Interagency and Outreach.....	60
Manned Aircraft.....	60
Missiles, UAVs and Space.....	60
Sensors / Electronics.....	60
Land / Sea / NBC.....	60
Cyber and Semiconductors.....	60
OUSD ASD(A) Assistant Secretary of War for Acquisition ASD(A).....	60
OUSD ASD(A) Platform and Weapon Portfolio Management.....	60
Air Platforms and Weapons.....	60
Electronic Warfare.....	60
Surface Warfare.....	60
Cyber Warfare.....	60
OUSD ASD(A) Strategic, Space, and Intelligence Portfolio Management.....	60
Command, Control, Communication, Computers (C4) and Missile Defense.....	60
Nuclear Command and Control and Communications.....	60
Strategic Deterrence and Capabilities.....	60
Space and National Intelligence.....	60
OUSD ASD(A) Joint Rapid Acquisition Cell.....	61
Joint Urgent Operational Need/Joint Emergent Operational Need.....	61
The Warfighter Senior Integration Group (Afghanistan, Counter ISIS).....	61
Defense Assisted Acquisition.....	61
Legislative Proposals.....	61
OUSD ASD(A) Defense Pricing, Contracting, and Acquisition Policy.....	61
Acquisition Policy and Innovation.....	61
Contracting eBusiness.....	61
Contract Policy.....	61
Defense Acquisition Regulations System.....	61
Contract Pricing, Price, Cost and Finance.....	61
Defense FAR Supplement (DFARS) and Procedures, Guidance, and Information (PGI).....	61
OUSD ASD(A) Acquisition Integration And Interoperability (Ai2).....	61
OUSD ASD(A) Wartime Production Unit (WPU) (was Joint Production Accelerator Cell (JPAC).....	62
OUSD ASD(A) Defense Contract Management Agency (DCMA).....	62
OUSD ASD(A) Defense Acquisition University (DAU).....	62
College of Contract Management (CCM).....	62
Defense Systems Management College.....	62
Rapid Integrated Scalable Enterprise (RISE).....	62
OUSD ASD(S) Assistant Secretary of War for Sustainment.....	62
OUSD ASD(S) Logistics.....	62
OUSD ASD(S) Material Readiness.....	63
OUSD ASD(S) Product Support.....	63
OUSD ASD(S) Defense Logistics Agency (DLA).....	63
Defense Logistics Agency Distribution.....	63
DLA Acquisition J7.....	63

DLA CENTCOM & SOCOM.....	63
DLA Indo-Pacific.....	63
Defense Logistics Agency Energy.....	63
DLA Energy Business Process Support Directorate.....	63
OUSD ASD(S) Defense Microelectronics Activity.....	63
OUSD ASD(S) Operations.....	63
OUSD ASD(EI&E) Assistant Secretary of War for Energy, Installations, and Environment (ASD(EI&E))	64
OSD ASD(EI&E) Energy Resilience & Optimization.....	64
Infrastructure Modernization & Resilience.....	64
OUSD ASD(ND-CBD) Asst Sec Def for Nuclear Deterrence, Chemical, and Biological Defense Policy and Programs (ND-CBD).....	64
Nuclear Matters(NM)).....	64
Chemical, Biological, Radiological, and Nuclear Defense CBRND.....	64
Physical RDA (Research Development and Acquisition) Programs.....	64
Medical RDA (Research Development and Acquisition) Programs.....	64
Mission Integration.....	64
Chemical and Biological Security.....	64
Strategy plans, and engagement.....	64
Resource Management.....	64
OUSD ASD(ND-CBD) Threat Reduction And Arms Control TRAC.....	65
Defense Threat Reduction Agency (DTRA).....	65
OUSW ASD(IPB), Assistant Secretary of War for Industrial Base Policy ASD(IPB).....	65
ASD(IPB) Small Business Programs (OSBP).....	65
RISE and APEX Accelerators.....	65
ASD(IPB) Global Investments and Economic Security (GIES).....	65
Committee on Foreign Investment in United States (CFIUS).....	65
Team Telecom.....	65
Mergers & Acquisitions.....	65
Policy and Engagement.....	65
Investments & Economic Analysis.....	65
ASD(IPB) Industrial Base Resilience (IBR).....	66
Manufacturing Capability Expansion & Investment Prioritization (MCEIP).....	66
Defense Production Act Investments.....	66
Innovation Capability and Modernization.....	66
ASD(IPB) International and Industry Engagement (I2E).....	66
Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)).....	66
Office of the Under Secretary of War for Research and Engineering (OUSD(R&E)).....	66
OSW (R&E) Chief Digital and Artificial Intelligence Office (CDAO).....	67
Tradewinds - CDAO Acquisition Ecosystem.....	67
OSW (R&E) Science and Technology Office.....	67
OSW (R&E) Science and Technology Futures.....	67
OSW (R&E) Manufacturing Technology Program MANTECH (MSTP).....	67
Manufacturing Education and Workforce Development (M-EWD) Program P-351.....	68
Manufacturing Science & Technology Program (P-680).....	68
DoD Manufacturing Innovation Institutes (P-350).....	68
OSW (R&E) Technology Innovation Industrial Base (TIIB).....	68
OSW (R&E) Science & Technology Foundations.....	68
DoW SBIR/STTR Program Office.....	68

OSW (R&E) Science and Technology (S&T) Program Protection (S&T PP).....	68
OSW (R&E) Defense Technical Information Center (DTIC).....	68
OSW (R&E) Critical Technologies ASD (CT).....	68
OSW (R&E) Mission Capabilities ASD(MC).....	69
OSW (R&E) Multi-Domain Joint Operations (MDJO).....	69
OSW (R&E) Mission Engineering (ME).....	69
OSW (R&E) Prototypes and Experiments (PE).....	69
Foreign Comparative Technologies.....	69
International collaboration and experimentation.....	69
Maritime Domain Portfolio.....	69
OSW (R&E) Systems Engineering and Architecture.....	69
Digital Engineering, Modeling & Simulation.....	69
Policy & Workforce (PW).....	69
Systems Engineering (SE).....	69
Software Engineering (SWE).....	69
Speciality Engineering.....	69
Defense Standardization Program (DSP).....	69
Joint Architecture for Capabilities and Systems (JACS).....	69
Accelerate the Procurement and Fielding of Innovative Technologies (APFIT).....	70
OSW (R&E) Developmental Test, Evaluation & Assessment (DTE&A).....	70
OSW (R&E) Test Resource Management Center.....	70
OSW (R&E) DARPA.....	70
DARPA Small Business Office.....	70
DARPA Biological Technologies Office BTO.....	70
DARPA Defense Sciences Office DSO.....	71
DARPA Information Innovation Office I2O.....	71
DARPA Microsystems Technology Office.....	71
DARPA Strategic Technology Office.....	72
DARPA Tactical Technology Office.....	72
DARPA Adaptive Capability Office.....	72
DARPA Commercial Strategy Office.....	72
OSD (R&E) Missile Defense Agency MDA.....	72
OSD (R&E) MDA Ground-Based Midcourse Defense System.....	73
Ground Systems Development.....	73
Next Generation Interceptor.....	73
Radars.....	73
Fielded Systems Operations and Sustainment.....	73
OSD (R&E) MDA Decision Dominance and Command and Control.....	73
Command Control Battle Management Communications (C2BMC).....	73
Space Capabilities.....	73
Joint Integration Fire Control Capability.....	73
OSD (R&E) MDA Aegis-Based Defense.....	73
Weapons Systems.....	73
Guided Missiles.....	73
Aegis Adaptations.....	73
Defense of Guam.....	73
Glide Phase Interceptor.....	73
OSD (R&E) MDA Theater-Based Defense.....	73

Terminal High Altitude Area Defense (THAAD).....	73
OSD (R&E) MDA Advanced Capabilities Office.....	73
Kinetics and Hypersonic Defense.....	73
Integrated Non-Kinetic and Electronic Warfare.....	73
Command and Control Battle Management.....	73
OSD (R&E) MDA Directorate for Engineering.....	73
OSD (R&E) MDA Directorate for Acquisition and Sustainment.....	73
OSD (R&E) MDA Directorate for Tests and Targets.....	73
OSD (R&E) MDA Directorate for Strategy, Plans and Resources.....	73
OSD (R&E) MDA Office Of Small Business Programs.....	73
OSD (R&E) Office of Strategic Capital.....	73
Economic Defense Unit.....	74
Export Import Bank.....	74
OSD (R&E) Defense Innovation Unit (DIU).....	75
DIU: Technology Portfolios.....	75
Artificial Intelligence and Machine Learning (AI/ML).....	76
Autonomy.....	76
Replicator 2 (Replicator now reports to the SOCOM DAWG division.).....	76
Maritime Portfolio.....	76
Emerging Technology.....	76
Energy.....	76
Cyber and Telecommunications.....	77
Human Systems.....	77
Space.....	77
DIU: Commercial Operations.....	77
Defense Innovation OnRamp Hub.....	77
DIU: Acquisitions.....	78
DIU: Strategy, Policy, and National Security Partnerships.....	78
Global Partnerships.....	78
OSD Director, Operational Test & Evaluation (DOT&E).....	78
OSD (P) Under Secretary of War for Policy.....	78
OSD (P) Cyber Policy.....	78
OSD (P) Homeland Defense & Hemispheric Affairs.....	79
OSD (P) Indo-Pacific Security Affairs.....	79
OSD (P) International Security Affairs.....	79
OSD (P) Space Policy.....	79
OSD (P) Nuclear Deterrence, Chemical, and Biological Defense Policy.....	79
OSD (P) Special Operations and Low Intensity Conflict.....	79
OSD (P) Strategy, Plans, and Capabilities.....	80
OSD (I&S) Under Secretary of War for Intelligence & Security.....	80
Defense Intelligence.....	80
Chief of Staff.....	80
Human Capital Management Office.....	80
Congressional Activities.....	80
Special Access Program Central Office.....	80
OSD (I&S) Warfighter Support.....	80
ISR Operations.....	80
CCMD Intelligence Support.....	80

Commonwealth & Partner Engagement.....	80
Strategy, Policy & Enterprise Assessment.....	80
OSD (I&S) Counterintelligence, Law Enforcement & Security.....	80
Personnel Vetting.....	80
Counterintelligence & Law Enforcement.....	80
PhysSec/OPSEC.....	80
Critical Technology Protection.....	80
Insider Threat.....	80
OSD (I&S) Collection & Special Programs.....	80
Technical Collection.....	80
HUMINT & Sensitive Activities.....	80
Special Programs.....	80
OSD (I&S) Intelligence & Security Programs & Resources.....	80
Battlespace Awareness & Security Programs.....	81
ISR Enterprise Capabilities.....	81
Military Intelligence Program & Security Resources.....	81
OSD (I&S) Defense Information Systems Agency (DISA).....	81
OSD (I&S) Defense Intelligence Agency (DIA).....	82
Directorate for Analysis.....	82
Directorate for Operations.....	82
Directorate for Science & Technology.....	82
Directorate for Mission Services.....	82
OSD (I&S): Defense Counterintelligence and Security Agency (DCSA).....	82
Personnel Vetting.....	82
Industrial Security.....	82
NISP Mission Performance Division.....	82
Counterintelligence and Insider Threat.....	82
Security Training.....	83
Field Operations.....	83
Director of Administration and Management (DA&M).....	83
Washington Headquarters Services.....	83
Army.....	84
Army: Organizational Structure.....	84
Army: Organizational Language.....	84
Army: List of General Officers.....	84
Army: Budget Materials.....	84
Army Headquarters.....	84
The Office of the Secretary of The Army (AKA the Army Secretariat).....	84
Army Financial Management & Comptroller.....	85
Army Rapid Capabilities and Critical Technologies Office (RCCTO).....	85
Directed Energy, Space, And Rapid Acquisition.....	85
Advanced Concepts And Critical Technologies.....	85
Selective Propagation APS Radar SPAR.....	86
Cyber, Electronic Warfare, And Information Dominance.....	86
Directed Energy Project Office.....	86
AMP-HEL (Advanced Multi-Purpose High Energy Laser).....	86
Rapid Acquisition Prototyping Project Office.....	86
COL Adam Miller - Deputy Director Prototyping Office.....	86

Guam Defense System Joint Program Office.....	86
Multi-Domain Artillery Cannon System.....	86
Army: Office of the Chief Information Officer (CIO).....	86
Architecture, Data and Standards.....	86
Standards and Compliance Division.....	86
Architecture Division.....	86
Data Integration Division.....	86
Policy, Resources, And Analysis.....	86
Enterprise Services Agency.....	86
Cybersecurity Directorate.....	86
Detachment 201.....	86
Asst Secretary of the Army, Installations, Energy and Environment (IE&E).....	87
Office of the Chief Legislative Liaison (OCLL).....	87
Enterprise Cloud Management Agency.....	87
Cloud Business Office (CBO).....	87
Cloud Services Division (CSD).....	87
Cybersecurity Division (C2D).....	87
Resource Management (RM).....	87
Army Analytics Group.....	87
The Army Headquarters Staff.....	88
Army Staff.....	88
G-1 Personnel.....	88
Military Personnel Management.....	88
G-2 Intelligence.....	88
Army G-2X: Counterintel, Human Intel, Security & Disclosure Directorate (DAMI-CD).....	89
INSCOM Army Intelligence and Security Command.....	89
Army Counterintelligence Command.....	89
Intelligence Personnel Management (DAMI-CP).....	89
Foreign Intelligence Directorate (DAMI-FI).....	89
Army Foreign Liaison Directorate (DAMI-FL).....	89
Intelligence Community Information Management Directorate (DAMI-IM).....	89
Plans & Integration Directorate (DAMI-PI).....	89
Resource Integration Directorate (DAMI-RI).....	89
G-3/5/7 Operations/Plans/Training.....	89
Force Modernization Directorate.....	89
G-4 Logistics.....	89
G-6 Network.....	90
Office of Emerging Technology (OET).....	90
Networks and C4 Services and Integration (NC4SI) Directorate.....	90
Cybersecurity Integration and Synchronization (CIS) Directorate.....	90
Program Resource Integration (PRI) Directorate.....	90
G-8 Programs.....	90
G-8 Force Development (FD) Leadership.....	90
Program Analysis and Evaluation.....	90
The Center For Army Analysis (CAA) Leadership.....	90
G-9 Installations.....	90
Army National Guard.....	91
Army Engineers.....	91

United States Army Corps of Engineers.....	91
Engineer Research and Development Center (ERDC).....	91
Army: Office of Assistant Secretary for Acquisition, Logistics and Technology ASA(ALT).....	92
Army: ASA (ALT) Acquisition Support Center (USAASC).....	93
Army ASA(ALT): Acquisition School (TAAS).....	93
Army ASA(ALT): Data, Engineering and Software (SAAL-ZE).....	93
Army ASA(ALT): Acquisition and Systems Management (SAAL-ZS).....	93
Army ASA(ALT): Defense Exports & Cooperation (DEC).....	93
Army ASA(ALT): Plans, Programs and Resources (SAAL-ZR).....	93
Army ASA(ALT): Procurement (SAAL-ZP).....	93
Army ASA(ALT): Research and Technology (SAAL-ZT).....	93
Army ASA(ALT): Systems Special Programs.....	94
Army ASA(ALT): Strategy and Acquisition Reform (SAAL-ZF).....	94
Army ASA(ALT): Sustainment (SAAL-ZL).....	94
Army Office Of Small Business Programs.....	94
National Guard Bureau (NGB).....	94
Army Medical Command (MEDCOM).....	94
Army Materiel Command (AMC).....	94
Army Futures Command (AFC).....	94
U.S. Army Corps of Engineers (USACE).....	94
Army Acquisition.....	94
Portfolio Acquisition Executive (PAE): Maneuver - Ground.....	96
Capability Program Executive (CPE): Maneuver - Ground.....	97
Soldier Survivability (PM SSV).....	97
Product Manager Soldier Clothing & Individual Equipment (PdM SCIE).....	97
Product Manager Air Warrior (PdM AW).....	97
Soldier Lethality (PM SL).....	97
Crew Served Weapons (PdD CSW).....	97
Soldier Weapons (PdM SW).....	98
Small Arms Fire Control (PdM SAFC).....	98
Soldier Warrior (SWAR).....	98
Soldier Borne Mission Command - SBMC.....	98
Soldier Maneuver Sensors (PdM SMS).....	98
Soldier Medical Devices (PM SMD).....	98
Operational Medicine Information Systems – Army (OMIS-A).....	99
Defense Integrated Business Systems (DIBS).....	100
Army Contract Writing System (ACWS).....	100
Foreign Military Sales – Army Case Execution System (FMS-ACES).....	100
Army Training Information System (ATIS).....	100
ArmyIgnitED (ArmyIgnitED).....	100
Portfolio Acquisition Executive (PAE): Maneuver - Air.....	101
Capability Program Executive (CPE): Aviation.....	102
Army Aviation Center of Excellence (USAACE).....	102
Apache Attack Helicopter.....	102
Aviation Mission Systems & Architecture - James Bamburg - Project Manager.....	102
Aviation Turbine Engines.....	102
Cargo Helicopters.....	102
Fixed Wing.....	102

Future Attack Reconnaissance Aircraft MV-75.....	103
High Accuracy Detection and Exploitation System (HADES).....	103
Future Long-Range Assault Aircraft.....	103
Utility Helicopters.....	103
Aircraft Survivability Equipment (PM ASE).....	103
Radar Warning and Infrared Countermeasures (RWIC).....	103
Missile Warning (MW).....	103
- Limited Interim Missile Warning System (LIMWS).....	103
Aerial Communications & Mission Command (ACMC).....	103
Product Manager - Robotic and Autonomous Systems.....	103
· M160 Robotic Mine Flail.....	103
· LeaderFollower - links unmanned follower Palletized Load Systems to PLS vehicle.....	103
· Squad Maneuver Equipment Transport.....	103
Project Lead - Robot Logistics Support Center.....	103
Capability Program Executive (CPE): Autonomy.....	104
Uncrewed Aircraft Systems.....	104
Gray Eagle.....	104
Shadow.....	104
Future Tactical UAS (FTUAS).....	104
SUAS Family of Systems (Short, Medium, Long-Range Reconnaissance systems).....	104
Launched Effects (LE).....	104
Uncrewed Vehicle Control (UVC) programs.....	104
Company-Level Small Uncrewed Aircraft System.....	104
Portfolio Acquisition Executive (PAE): Fires.....	105
Capability Program Executive (CPE) Offense.....	106
Integrated Fires Mission Command (IFMC).....	106
Strategic and Operational Rockets and Missiles (STORM).....	106
Tactical Aviation and Ground Munitions Project Office (TAGM).....	107
· Tube-Launched, Optically-Tracked, Wireless-Guided Missile (TOW) (ACAT IC).....	107
· Assigned Rapid Capabilities and Enabling Products (e.g. Launchers, Test Sets).....	107
· Improved Target Acquisition Systems (ITAS) (ACAT III).....	107
· Javelin Weapon System (ACAT IC).....	107
· Lethal Miniature Aerial Missile System (LMAMS).....	107
· Other Rapid Capability Systems.....	107
Integrated Fires Rapid Capabilities Office (IFRCO).....	107
Mid-Range Capability (MRC).....	107
Dark Eagle (Long Range Hypersonic Weapon).....	107
Self-Propelled Howitzer Systems.....	107
- Paladin M109.....	107
- Extended Range Cannon.....	107
Integrated Personnel and Pay System – Army (IPPS-A).....	107
IPPS-A Increment II	107
Accessions Information Environment (AIE).....	107
Global Force Management Project Office (GFIM).....	107
Army Human Resource Systems (AHRS).....	107
Capability Program Executive Defensive.....	108
Short and Intermediate Effectors for Layered Defense Project Office (SHIELD).....	108
Search Track, Acquire, Radiate, Eliminate (STARE).....	108

· Range Radar Replacement Program (RRRP)	Counter-Unmanned Aerial Systems (C-UAS).....	108
Joint Interagency Task Force 401 (JIATF 401).....		108
Capability Program Executive, Golden Dome/Guam Defense.....		109
Guam Defense System Joint Program Office (GDS JPO).....		109
Portfolio Acquisition Executive (PAE): C2/CC2.....		110
Capability Program Executive Command, Control, Communications & Network C3N.....		111
Integrated Enterprise Network (IEN).....		111
- Base Emergency Communications System.....		111
- Global Enterprise Network Modernization – Americas.....		111
- Global Enterprise Network Modernization – OCONUS.....		111
- Wideband Enterprise Satellite Systems.....		111
- PM IEN Industry Engagement Request.....		111
Interoperability, Integration and Services (PM I2S).....		111
- Command Post Modernization.....		111
- Common Systems Hardware.....		111
- Enterprise – Identity, Credential and Access Management.....		111
- Network Integration and Modernization.....		111
- Tactical Network Initialization and Configuration.....		111
- Unified Network Operations.....		111
Mission Command (PM MC).....		111
- Fire Support Command and Control.....		112
- Mounted Mission Command.....		112
- Secure Signals Infrastructure.....		112
- Tactical Mission Command.....		112
Tactical Networks (PM TN).....		112
- Allied Information Technology.....		112
- Commercial Satellite Terminals Programs.....		112
- Mission Network.....		112
- Network Modernization.....		112
- Satellite Communications.....		112
- Unified Network Capabilities and Integration.....		112
Tactical Radios (PM TR).....		112
- Combat Net Radio.....		112
- Communications Security COMSEC.....		112
- Helicopter and Multi Mission Radios PdM HAMMR.....		112
- Handheld, Manpack and Small-form Fit PdM HMS.....		112
- Integrated Tactical Network.....		112
- Waveforms PdM WF.....		112
Joint Tactical Networking Center.....		112
Information Repository (IR).....		112
The Joint Communications Marketplace (JCM).....		112
Application Programming Interfaces.....		113
Software Common Architectures.....		113
Capability Program Executive Simulation Training and Instrumentation (CT).....		113
Project Manager - Synthetic Environment (PM SE).....		113
- Reconfigurable Virtual Collective Trainer (RVCT).....		113
- Soldier Virtual Trainer (SVT).....		113
- Integrated Visual Augmentation System (IVAS) Squad Immersive Virtual Trainer (SIVT).....		113

- One World Terrain (OWT).....	113
- Training Simulation System/Training Management Tool (TSS/TMT).....	113
- Next Generation Constructive (NGC).....	114
- One Semi-Automated Forces (OneSAF).....	114
- Joint Land Component Constructive Training Capability (JLCCTC).....	114
- Common Battle Command Simulations Equipment (CBCSE).....	114
- Battle Command Training Capability - Equipment Support (BCTC-ES).....	114
- Live, Virtual, Constructive-Integrating Architecture (LVC-IA).....	114
Project Manager – Training Devices (PM TRADE).....	114
- CTC-IS.....	114
- JPMRC-IS.....	114
- HITS.....	114
- SMS.....	114
- Rapid Fielding Mortar.....	114
- Rapid Fielding Stinger.....	114
- Rapid Fielding Grenade Claymore.....	114
- I-MILES.....	114
- FIST.....	114
- BEMT II.....	114
- FMT , FMT DTT , FMT PTT, FMT Abrams ED/TT , FMT Abrams HOTT, FMT Stryker Phase VI, FMT Bradley HOTT.....	114
- MITS, MITS DMETS.....	114
- FIRES C-RAM OMT, FIRES HIMARS/MLR DTT/OMT, FIRES Paladin Maintenance Trainer, FIRES IMTS, FIRES I-STPTv2, GTS.....	114
- MOBILITY CDT, MOBILITY VCTS, MOBILITY CEVT.....	114
Project Manager - Cyber, Test and Training (PM CT2).....	115
- Persistent Cyber Training Environment (PCTE).....	115
- IEWTPT.....	115
- SOF AVN.....	115
- SOF Training.....	115
- OPFOR.....	115
Army Threat Systems Program, IA, DCRT, TSR&D, MDOE Test Bed, EW, TOS TTC, AGT, FCP..115 AEM, ARTIS, ASTC, AVDT, DET, DPF, E3, EWT. KuBTS, MDOE, NCRC, NET, TNM, TSM, WIAMan, XLCC.....	115
Project Lead Training Aids, Devices, Simulators and Simulations (TADSS) Support Operations (PL TSO).....	115
- PdL Crew.....	115
- PdL CTC&R.....	115
- PdL Live.....	115
- PdL MCCT.....	115
- PdL TKTS.....	115
- ACT.....	116
- ARCENT.....	116
- ATMP.....	116
- FS XXI.....	116
- TRIOSS.....	116
- Medical Simulation Training Center MSTC.....	116
Project Lead International Program Office (PL IPO).....	116

Enterprise Transformation and Integration (ETI).....	116
Acquisition, Logistics and Technology Enterprise Systems and Services (ALTESS).....	116
Army Enterprise Staff Management System (AESMS).....	116
Digital Market.....	116
Human Resource Solutions (HR Solutions).....	116
Capability Program Executive Intelligence, Electronic Warfare & Sensor (IEW&S).....	116
Cyber and Space (PM C&S).....	116
Information Warfare Cyber Infrastructure (IWCI).....	116
Information Warfare Cyber Development (IWCD).....	117
- SAVANT CATALYST (SC).....	117
Defensive Cyber Operations (PM DCO).....	117
Cyber Analytics and Detection (CAD).....	117
Cyber Platforms and Systems (CPS).....	117
Electronic Warfare and Cyber (PM EW&C).....	117
Electronic Attack (EA).....	117
Electronic Warfare Integration (EWI).....	117
Strategic Spectrum Warfare (SSW).....	117
Terrestrial Spectrum Warfare (TSW).....	117
PM EWSC Additional Missions.....	118
Intelligence Systems and Analytics (PM IS&A).....	118
Data and Analytics.....	118
Intelligence Systems.....	118
Project Linchpin.....	118
Intel Enablers (IE).....	118
Joint Tactical Terminal (JTT).....	118
Positioning, Navigation and Timing (PM PNT).....	118
Dismounted PNT.....	118
PNT Modernization.....	118
Sensors, Aerial Intelligence (PM SAI).....	118
Aerial Enhanced Radars Optics and Sensors (AEROS).....	119
Medium Altitude Reconnaissance and Surveillance System (MARSS).....	119
Multi-Domain Sensing System (MDSS).....	119
Tactical Exploitation of National Capabilities (PDM TENCAP).....	119
- QRC's.....	119
- HIGHLIGHTED PROJECTS.....	119
- Projects.....	119
Terrestrial Sensors (PM TS).....	119
Aerostats.....	119
Combat Terrain Information System (CTIS).....	119
Force Protection Systems (FPS).....	119
Ground Sensors (GS).....	120
IEW&S Integration Directorate.....	120
Open Architecture and Standards.....	120
Digital Testing and Engineering.....	120
Outreach and Partner Engagements.....	120
Modeling and Architecture Engineering.....	120
Command, Control, Communications and Network.....	120
NGC2.....	120

Portfolio Acquisition Executive (PAE): Agile Sustainment and Ammo.....	122
Capability Program Executive (CPE): Combat Logistics.....	123
Combat Support and Combat Service Support (CS&CSS).....	123
Project Manager - Expeditionary Energy & Sustainment Systems.....	123
Product Manager - Mobile Electric Power Systems (PdM MEPS).....	123
Product Manager - Force Sustainment Systems (PM FSS).....	123
Project Manager - Force Projection.....	123
Product Manager - Bridging.....	123
Product Manager - Engineer, Maintenance and Support Equipment (PdM EMSE).....	123
Product Manager - Petroleum and Water Systems.....	123
Product Director - Test, Measurement and Diagnostic Equipment.....	124
-- At-Platform Automatic Test Systems.....	124
-- Off-Platform Automatic Test Systems.....	124
-- Calibrations Sets.....	124
-- Test Equipment Modernization.....	124
-- Maintenance Support Device Light & Rugged At Platform Automatic Test Systems.....	124
Joint Project Office – Joint Light Tactical Vehicles.....	124
Light Tactical Vehicles (PdD LTV).....	124
Ground Mobility Vehicles.....	124
Project Manager - Transportation Systems (PM TS).....	124
Heavy Tactical Vehicles (PdM HTV).....	124
Multi-Mission Protected Vehicle Systems (PdM MPVS).....	125
Common Tactical Truck.....	125
Army Watercraft Systems (PdM AWS).....	125
- Modular Causeway System.....	125
- Logistics Support Vessel.....	125
- Landing Craft Utility (LCU-2000).....	125
- Landing Craft Mechanized (LCM-8).....	125
- Small Tug (ST-900).....	125
- Maneuver Support Vessel (MSV(L)).....	125
Project Lead - Integration Office.....	125
- Electrification.....	125
- Arctic Operations.....	125
- Predictive Logistics.....	125
- Developing technology road maps, integration and transition agreements.....	125
Enterprise Business Systems - Convergence (EBS-C).....	126
Army Enterprise Systems Integration Program Hub (AESIP Hub).....	126
Logistics Information Systems (LIS).....	126
Mr. Cedric Sherad – Acting Project lead.....	126
Consolidated – Enterprise Resource Planning (C-ERP).....	126
General Fund Enterprise Business System (GFEBS).....	126
General Fund Enterprise Business System Sensitive Activities.....	126
Global Combat Support System (GCSS-Army).....	126
Capability Program Executive (CPE): Ammo and Engineering.....	126
Armaments and Ammunition JPEO AA.....	126
Close Combat Systems (PM CCS).....	126
Terrain Shaping Obstacles.....	126
Demolitions and Countermeasures.....	126

Combat Ammunition Systems (PM CAS).....	126
Precision Attack Cannon Munitions.....	126
Precision Fires and Mortars.....	126
Conventional Ammunition.....	127
Maneuver Ammunition Systems (PM MAS).....	127
Small Caliber Ammunition (PdM SCA).....	127
Medium Caliber Ammunition (PdM MC).....	127
Large Caliber Ammunition (PdM LC).....	127
Special Ammo & weapons Systems (PD SAWS).....	127
Tactical Artillery Systems (PM TAS).....	127
· Cannon Artillery Systems.....	127
· Towed Howitzer Systems.....	127
· Digital Fire Control Integration.....	127
· Surveying Systems.....	127
Joint Ammunition and Weapons Systems JAWS (PL JAWS).....	127
General Purpose Bombs.....	127
Penetrator Bombs.....	128
Practice Bombs.....	128
MK76 (25lb) Bomb.....	128
Joint Services.....	128
Directorate of Integration (DoI).....	128
· Assured Position Navigation and Timing/ NAVWAR.....	128
· Ammunition Logistics R&D.....	128
· Assured Munitions/ Supply Chain management.....	128
· Digital Engineering and Modular Open Systems Architecture.....	128
· Tech transition to Programs of Record (SBIR/ TMI/ ManTech/ 6.3 investments, etc).....	128
· Manage externally funded R&D.....	128
· Environmental, Safety and Occupational Health.....	128
· JPEO A&A Chief Technology Officer.....	128
· JPEO A&A Chief Systems Engineer.....	128
PAE Layered Protection and CBRN (Chemical, Biological, Radiological & Nuclear).....	129
Capability Program Executive Joint Chemical, Biological, Radiological and Nuclear Defense (CPE-CBRND).....	130
Chemical, Biological, Radiological and Nuclear Protection (JPM CBRN Protection).....	130
Chemical, Biological, Radiological, and Nuclear Medical (JPM CBRN Medical).....	130
Chemical, Biological, Radiological and Nuclear (CBRN) Sensors.....	131
Chemical, Bio, Radiological and Nuclear Defense Enabling Biotechnologies (JPL CBRND EB).....	131
Chemical, Biological, Radiological, Nuclear Integration (JPL CBRN Integration).....	131
Assembled Chemical Weapons Alternatives (PEO ACWA).....	131
Blue Grass Chemical Agent-Destruction Pilot Plant (BGCAPP) - closed.....	132
Pueblo Chemical Agent-Destruction Pilot Plant - closing.....	132
Biometrics (Moved from PEO IEW&S).....	132
Army: Pathway for Innovation and Technology (PIT).....	133
FUZE Program.....	133
xTech Program.....	133
Army ManTech.....	133
Army Small Business Innovation Research (SBIR) program.....	133
Army: SBIR/STTR Program.....	133

Army SBIR TABA Program.....	133
ARMY SBIR CATALYST Program.....	133
Army Application Lab (AAL).....	133
G-TEAD (Global Tactical Edge Acquisition Directorate).....	134
Global Tactical Edge Acquisition Marketplace.....	134
Plans & Operations, Enterprise Information Systems Data.....	135
Cyber Directorate.....	135
Army: Transformation and Training Command (T2COM).....	136
T2COM Staff.....	136
G-2 - TCOM Intelligence.....	136
G-3/5/7 - T2COM operations, plans, and training.....	136
Office of Small Business Programs T2COM.....	136
Combined Arms Command (CAC).....	137
Aviation Center of Excellence (AVCoE).....	137
Sustainment Center of Excellence (CASCOM).....	137
Cyber Center of Excellence (CSoE).....	137
Fires Center of Excellence (FCoE).....	137
Army Multi-Domain Targeting Center (AMTC).....	137
Capabilities Development and Integration Directorate (CDID).....	137
Directorate of Training and Doctrine (DOTD).....	137
Intelligence Center of Excellence (ICoE).....	137
Mission Command Center of Excellence (MCCoE).....	137
Maneuver Center of Excellence (MCoE).....	138
Department of Tactics, Training, and Doctrine (DOTTD).....	138
Command & Tactics Directorate (CATD).....	138
Directorate of Collective Training & Doctrine (DCTD).....	138
Directorate of Training (DOT).....	138
Medical Center of Excellence (MCoE).....	138
Maneuver Support Center of Excellence (MSCoE).....	138
Department of Training, Tactics and Doctrine.....	138
Directorate of Training (DOT).....	138
Directorate of Collective Training & Doctrine (DCTD).....	138
Command & Tactics Directorate (CATD).....	138
Non-Commissioned Officer Leadership Center of Excellence (NCOLCoE).....	138
Space and Missile Defense Center of Excellence (SMDCoE).....	138
Capability Development Integration Directorate.....	138
Futures And Concepts Command.....	138
Directorate of Concepts (DoC).....	138
Futures Integration Directorate (FID).....	138
Joint Modernization Directorate.....	139
Aviation Capability Development And Integration Directorate.....	139
Cyber Capability Development And Integration Directorate.....	139
Fires Capability Development Integration Directorate.....	139
Intelligence Capability Development Integration Directorate.....	139
Maneuver Capability Development Integration Directorate.....	139
Concepts Development Division (CDD).....	139
Soldier Requirements Division (SRD).....	139
Maneuver Requirements Division (MRD).....	139

Robotics Requirements Division (RRD).....	139
Mission Command Requirements Division (MCRD).....	139
Maneuver Battle Lab (MBL).....	139
The Army Intelligence Battle Lab (IBL).....	139
Sustainment Capability Development Integration Directorate.....	139
Medical Capability Development Integration Directorate.....	139
Air and Missile Defense Cross-Functional Team.....	139
Command and Control Cross-Functional Team.....	139
Contested Logistics Cross Functional Team.....	140
Future Vertical Lift Cross Functional Team.....	140
Medical Research and Development Command.....	140
Army Combat Capabilities Development Command DEVCOM.....	140
DEVCOM Centers And Lab.....	140
DEVCOM Armaments Center.....	140
DEVCOM Aviation & Missile Center.....	140
DEVCOM Command, Control, Comms, Computers, Cyber, Intel, Surveillance and Reconnaissance (C5ISR).....	141
DEVCOM Chemical Biological Center.....	141
DEVCOM Analysis Center.....	141
DEVCOM Ground Vehicle Systems Center.....	142
DEVCOM Soldier Center.....	142
DEVCOM The Army's Research Laboratory.....	142
Army Software Factory.....	143
Low-Code, No-Code Center of Excellence.....	143
Artificial Intelligence Integration Center (AI2C).....	143
Army Recruiting Command.....	143
The Research and Analysis Center (possibly has been renamed Army's Transformation Decision Analysis Center (TDAC)).....	143
Army Material Command.....	144
Army Contracting Command (ACC).....	144
Army Aviation & Missile Command (AMCOM).....	144
Army Communications-Electronics Command (CECOM).....	144
U.S. Army Joint Munitions Command (JMC).....	144
Army Sustainment Command (ASC).....	144
Army Test and Evaluation Command (ATEC).....	144
Tank, Automotive and Armaments Command (TACOM).....	144
Security Assistance Group-Ukraine (SAG-U) /NATO Security Assistance and Training for Ukraine....	144
Navy.....	145
Navy: Organizational Hierarchy.....	145
Navy: Organizational Language.....	145
Navy: List of Flag Officers.....	145
Navy: List of Senior Executive Service (SES) Biographies.....	145
Navy: Budget Materials.....	145
Secretary of the Navy.....	145
Navy: Legislative Affairs Office.....	145
Navy: Rapid Capabilities Office (NRCO).....	145
Navy: PEO Robotic and Autonomous Systems.....	145
Financial Management and Controller (FM&C).....	146

Navy: Chief Information Office (DON CIO).....	146
Navy Headquarters Staff.....	146
Office of the Chief of Naval Operations.....	146
OPNAV N1: Manpower, Personnel, Training, Education (Chief Navy Personnel).....	147
N13 Military Personnel Plans and Policy.....	147
N17 Navy Culture and Force Resilience Office.....	147
OPNAV N2/N6: Information Warfare and Director of Naval Intelligence.....	147
N2/N6I Warfighting Integration.....	147
N2/N6T Strategic Integration.....	147
Office of Naval Intelligence (ONI) N2.....	147
Intelligence Directorate N2N6Q.....	147
Farragut Technical Analysis Center.....	147
Kennedy Maritime Analysis Center.....	147
Hopper Global Communications Center.....	147
Brooks Center for Maritime Engagement.....	148
OPNAV N3/N5/N7: Plans, Strategy, and Warfighting Development.....	148
N3 Operations and Plans.....	148
N5 Plans, Policy and Integration.....	148
N7 Warfighting Development.....	148
N72 Warfare Development.....	148
OPNAV N4: Installations and Logistics	148
N4 Logistics Division.....	148
N41 Fleet Ordnance and Supply.....	148
N4Z Installations and Logistics. Integration Division.....	148
N43 Fleet Maintenance, Pacific Fleet.....	148
N46 Fleet Installations and Environmental Division.....	148
OPNAV N8: Integration of Capabilities and Resources.....	148
N80 Programming Division.....	148
N81 Assessment Division.....	148
OPNAV N9: Warfare.....	149
N95 - Expeditionary Warfare.....	149
N96 - Surface Warfare.....	149
N97 Undersea Warfare Division.....	149
N98 - Air Warfare.....	149
N9B - Warfighting Requirements and Capabilities.....	149
N9I - Integrated Warfare Division.....	149
N9IZ Robotic Autonomous Systems' group.....	149
N9W - Digital Warfare Office.....	149
OWA Office of Warfighting Advantage.....	149
U.S. Navy Fleet Forces Command (USFF).....	150
Commander, Naval Air Force Atlantic Fleet (AIRLANT).....	150
Commander, Naval Surface Forces Atlantic (SURFLANT).....	150
Commander, Naval Submarine Force Atlantic (SUBLANT).....	150
Navy Expeditionary Combat Command (NECC).....	150
U.S. Navy Information Forces NAVIFOR.....	150
Naval Information Warfighting Development Center (NIWDC).....	150
Naval Communications Security Material System (NCMS).....	151
Naval Meteorology and Oceanography Command (METOC).....	151

Naval Oceanographic Office.....	151
Naval Oceanography Operations Command (NOOC).....	151
United States Naval Observatory.....	151
Fleet Numerical Meteorology and Oceanography Center.....	151
Fleet Weather Center San Diego CA.....	151
Fleet Weather Center - Norfolk.....	151
U.S. Pacific Fleet (USPACFLT).....	151
Commander, Naval Air Force U.S. Pacific Fleet (COMNAVAIRFOR).....	151
Commander, Submarine Force Pacific (SUBPAC).....	151
Commander, Naval Surface Forces Pacific (SURFPAC).....	151
Naval Expeditionary Combat Command Pacific.....	151
Asst Secretary Navy for Research Development and Acquisition (ASN RD&A).....	152
RD&A: Maritime Industrial Base Program (MIB).....	153
RD&A: Office of Naval Research (ONR).....	153
Code 31 - Command, Control, Computing, Communications, Cyber, Intelligence, Surveillance, Reconnaissance and Targeting (C5ISR).....	153
Division 311: Mathematics, Computer And Information Sciences (MCIS).....	153
Division 312: Electronics, Sensors and Network Research Division.....	153
Division 313: Applications And Transitions.....	153
Code 32 - Ocean Battlespace Sensing.....	153
Division 321 - Ocean Sensing and Systems Applications.....	153
Division 322 - Ocean, Atmosphere and Space Research.....	153
Code 33 - Sea Warfare and Weapons.....	153
Code 34 - Warfighter Performance.....	154
Division 341 - Human and Bioengineered Systems.....	154
Division 342 - Warfighter Protection and Applications Division.....	154
Code 35 - Naval Air Warfare and Weapons.....	154
Division 351: Naval Air Platforms.....	154
Division 352: Kinetic Weapons.....	154
Division 353: Directed Energy Programs.....	154
ONR Global.....	154
NavalX.....	154
Naval Research Laboratory (NRL).....	154
Office of Naval Research (ONR): SBIR/STTR.....	154
Dept of the Navy: SBIR/STTR Program Management Office (SBIR/STTR PMO).....	154
Navy SBIR/STTR Transition Program.....	155
Virtual Transition Marketplace.....	155
Navy SBIR Experimentation Cell.....	155
Navy Catapult - SBIR Phase 2 Accelerator.....	155
Navy SBIR Transition Program (STP).....	155
Navy System Command SBIR/STTR Programs.....	155
Naval Air Systems Command (NAVAIR).....	155
Kristi DePriest -SBIR Program Manager Email: navair-sbir@us.navy.mil	155
Naval Facilities Engineering Systems Command (NAVFAC).....	155
Naval Supply Command (NAVSUP).....	155
Strategic Systems Programs (SSP).....	155
Marine Corps Systems Command (MCSC).....	155
Naval Sea Systems Command (NAVSEA).....	155

Naval Information Warfare Systems Command (NAVWAR).....	155
Navy Regional DON SBIR/STTR Program Coordinators.....	155
Navy International Programs Office.....	156
Research, Development, Test & Engineering (RDT&E).....	156
Navy Portfolio Acquisition Executives.....	157
Naval Sea Systems Command NAVSEA.....	159
Industrial Operations (NAVSEA 04).....	159
NAVSEA: PEO Aircraft Carriers (PEO Carriers).....	160
PMS 312: In-Service Aircraft Carrier Program.....	160
PMS 379: CVN 79/80/81 Programs.....	160
PMS 368: Aircraft Carrier In-activation.....	160
Carrier Planning Activity.....	160
NAVSEA: PEO Integrated Warfare Systems (PEO IWS).....	160
PEO IWS 2.0 - Above Water Sensors and Lasers.....	160
AN/SPY-6 - active electronically scanned array 3D radar.....	161
AN/SPQ-9B - an X-Band, pulse Doppler, frequency agile radar.....	161
AN/SLQ-32 - shipboard electronic warfare suite.....	161
NGSSR – Next Generation Surface Search Radar.....	161
SEWIP – Surface Electronic Warfare Improvement Program.....	161
AOEW - Advanced Off-Board Electronic Warfare.....	161
Nulka - rocket-propelled, disposable, offboard, active decoy designed to lure anti-ship missiles.....	161
HELIOS - High Energy Laser with Integrated Optical-dazzler and Surveillance.....	161
ODIN - Optical Dazzling Interdictor, Navy	161
PEO IWS 3.0 - Surface Ship Weapons.....	161
PEO IWS 5.0 - Undersea Systems	161
AN/SQQ-89 Undersea Warfare Combat System anti-submarine warfare (ASW) system.....	161
SVTT MK-32 - two-barrel torpedo launcher.....	161
USWDSS.....	161
UQN-4A/10 - next-generation fathometer.....	161
WQC-2A/6 - single sideband, general-purpose voice and CW communication set	161
SRQ-4 - high-bandwidth (Ku) communications link.....	161
NAUTIC.....	161
PEO IWS 6.0 - Command and Control	161
Cooperative Engagement Capability (CEC) and CEC Block 3.....	161
MIPS.....	161
AN/BSN-2- Digital Depth Detector (DDD).....	161
AN/WSN-8/8A - Digital Electromagnetic Log (DEML).....	161
AN/WSN-9 - Digital Hybrid Speed Log (DHYSL).....	161
AN/WSN-7B RLG.....	161
Scalable ECDIS-N.....	161
IWS 1.0: AEGIS Program.....	161
AEGIS Combat System Cruiser and Destroyer modifications.....	162
AEGIS Ashore.....	162
USCG Common Combat Systems and Navy-Type, Navy Owned Equipment.....	162
SPA-25 Radar System.....	162
SPQ-14/15 - Data Distribution System.....	162
IWS 1F AEGIS Fleet Readiness.....	162

IWS 4.0: International Programs & Foreign Military Sales (FMS) Program.....	162
PEO IWS 80 - Atalanta Integrated Combat Systems.....	162
IWS 9.0: Zumwalt DDG-1000 Integrated Combat System Program.....	162
IWS 11.0: Terminal Defense Systems Program.....	162
IWS 12.0: NATO Seasparrrow Program.....	162
IWS X, Integrated Combat Systems.....	162
PEO IWS Red Sea Cell.....	163
NAVSEA: PEO Ships (PEO Ships).....	163
Surface Ship Maintenance and Modernization and Sustainment.....	163
PMS 300: Navy and Foreign Military Sales (FMS) Boats and Craft.....	163
Cliff Mitchell – Deputy Program Manager PMS 300.....	163
PMS 317: Amphibious Assault & Connectors Program LPD 17 Program.....	163
Landing Craft Air Cushion Service Life Extension Program (LCAC SLEP).....	164
Landing Craft Utility (LCU).....	164
Ship to Shore Connector (SSC).....	164
PMS 347: Medium Landing Ship (LSM).....	164
PMS 325: Support Ships, Boats and Craft Program.....	164
Auxiliary Ships: T-AO 205.....	164
Integrated Undersea Surveillance Systems: T-AGOS(X), T-ARC(X).....	164
Special Mission Ships: NOAA NAV, T-AGS 67, T-AGS(X), T-ATS.....	164
Next Generation Logistics Ships (NGLS).....	164
PMS 400D: Arleigh Burke Class Destroyer DDG 51 program.....	164
Arleigh Burke Class Destroyer (DDG 51).....	164
PMS 460: Guided Missile Destroyer (DDG (X)) Program Office.....	164
Guided Missile Destroyer (DDG(X)).....	164
PMS 500: Zumwalt Class Destroyer DDG 1000 program.....	164
Zumwalt Class Destroyer (DDG 1000).....	164
PMS 373: Polar Security Cutter.....	164
Polar Security Cutter.....	165
PMS 377: Amphibious Warfare Program.....	165
Amphibious Assault Direction System (AADS).....	165
Amphibious Assault Ship (LHA).....	165
Amphibious Transport Dock (LPD).....	165
PMS 385: Strategic and Theater Sealift Program.....	165
Submarine Tender (AS).....	165
Expeditionary Fast Transport (EPF).....	165
Expeditionary Sea Base (ESB).....	165
Large, Medium-Speed, Roll-on/Roll-off Ship (T-AKR).....	165
Direct Reporting Programs.....	165
NAVSEA: PEO Strategic Submarines (PEO SBN).....	165
PMS 396: Columbia Class Transition.....	166
PMS 397: Columbia Class Program Office.....	166
NAVSEA: PEO Attack Submarines (PEO SSN).....	166
PMS 401: Submarine Acoustic Systems Program.....	166
PMS 404: Undersea Weapons Program.....	166
PMS 415: Undersea Defensive Warfare Systems Program.....	166
PMS 425: Submarine Combat and Weapons Control Program.....	166
PMS 435: Submarine Electromagnetic Systems Program.....	166

PMS 450: VIRGINIA Class Program.....	166
PMS 485: Maritime Surveillance Systems Program.....	166
Deployable Surveillance Systems	166
NAVSEA: PEO Undersea Warfare Systems (PEO UWS).....	167
PMS 394: Advanced Undersea Systems.....	167
NAVSEA: PEO AUKUS Direct Reporting Program Office.....	167
NAVSEA: PEO Unmanned and Small Combatants (PEO USC).....	167
PMS 340: Naval Special Warfare Program.....	167
MK 11 Seal Delivery Vehicle.....	168
Visual Augmentation System (VAS).....	168
PMS 406: Unmanned Maritime Systems Program.....	168
Project Overlord Unmanned Surface Vehicles (USVs).....	168
Orca xtra Large Unmanned Undersea Vehicle (XLUUV) (this program is proposed to be canceled).....	168
Razorback Medium Unmanned Undersea Vehicle (XLUUV) MUUV.....	168
PMS 408: Expeditionary Missions Program Office.....	168
DRAKE (Drone Restricted Access Using Known Electromagnetic Warfare) C-UAS (Counter-Unmanned Aircraft System) Crew and CUAS.....	168
Joint Explosive Ordnance Disposal.....	168
Joint Counter Radio-Controlled Improvised Explosive Device Electronic Warfare (JCREW) .	168
Underwater Explosive Ordnance Disposal.....	168
- Multi-Mission Underwater Breathing Apparatus (MMUBA).....	168
PMS 420: LCS Mission Modules Program.....	168
AN-AQS20.....	168
Knifefish.....	168
Mine Counter Measures (MCM) USV.....	168
Unmanned Influence Sweep System (UISS).....	168
Surface Warfare (SUW) Mission Package.....	168
Common Mission Package Equipment.....	168
PMS 495: Mine Warfare Systems Program.....	168
AMNS Archerfish.....	169
COBRA.....	169
ASQ-24.....	169
Quickstrike.....	169
Barracuda.....	169
Hammerhead.....	169
ALMDS.....	169
PMS 501: Littoral Combat Ships Program.....	169
PMS 515: Constellation-class Frigate Program - Cancelled after first two ships.....	169
PMS 525: International Unmanned and Small Combatants Program.....	169
NAVAIR Naval Air Systems Command NAVAIR.....	170
Chief Technology Office.....	170
NAVAIR Office of Small Business.....	170
NAVAIR: PEO Air Anti-Submarine Warfare, Assault & Special Mission (PEO(A)).....	170
PMA 264: Air Anti-Submarine Warfare Systems Program.....	170
PMA-290: Maritime Patrol and Reconnaissance Aircraft Program Office.....	170
PMA 299: H-60 Helicopter program office.....	170
PMA 266: Navy/Marine Corps Multi-mission Tactical Unmanned Air Systems program office...170	170

Sonobuoys.....	170
Multi-Static Active Coherent (MAC).....	170
Airborne ASW Intelligence (AAI).....	171
Advanced Development.....	171
PMA 207: Tactical Airlift Program.....	171
PMA-261: H-53 Heavy Lift Helicopters Program.....	171
CH-53K King Stallion.....	171
MH-53E Sea Dragon.....	171
PMA-274: Presidential Helicopters Program Office.....	171
PMA 275: V-22 Joint Program Office.....	171
PMA 276: Light/Attack Helicopter Program.....	171
PMA-251: Aircraft Launch and Recovery Equipment Program Office.....	171
PMA-213: Air Traffic Management Systems Program Office.....	171
NAVAIR: PEO Tactical Aircraft Programs (PEO(T)).....	171
PMA 265: F/A-18 and EA-18G Program Office.....	172
PMA 231: E-2/C-2 Airborne Command and Control Systems Program Office.....	172
PMA-205: Naval Aviation Training Systems and Ranges.....	172
CAPT Jonathan S. Schiffelbein - Program Manager.....	172
Multi-Station Disorientation Demonstrator (MSDD).....	172
Normobaric Hypoxia Trainer (NHT).....	172
Parachute Overwater Survival Trainer (POST).....	172
Helicopter Rescue Hoist.....	172
Night Imaging Threat Evaluation (NITE) Lab.....	172
Modular Egress Training Simulator (METS) Trainer.....	172
PMA-226: Adversary and Specialized Aircraft Program Office.....	172
F-16 Fighting Falcon (Viper).....	172
F-5 Tiger II.....	172
NU-1B Otter / U-6A Beaver.....	172
UH-72 Lakota / TH-67 Creek.....	172
X-26A Frigate Glider.....	172
T-38 Talon.....	172
Contracted Air Services (CAS).....	172
Adversary and Specialized Aircraft.....	172
PMA-209: Air Combat Electronics Program Office.....	172
Tactical Aircraft Moving Map Capability (TAMMAC).....	172
Sensors Low Probability of Intercept Altimeter (LPIA).....	172
Collision Avoidance Solutions (CAS).....	172
Commons Systems Integration Lab (CSIL).....	172
Communication, Navigation, Surveillance/Air Traffic Management (CNS/ATM).....	172
Avionics Architecture Team (AAT).....	172
Common Mission Computing and Displays (CMCD).....	172
Marine Air-Ground Task Force (MAGTF) Agile Network Gateway Link (MANGL).....	172
AN/ARC-210(V) Radio Communications System.....	172
Air Combat Electronics PMA-209.....	172
PMA 234: Airborne Electronic Attack Systems.....	172
Next Generation Jammer.....	172
ALQ-231 Intrepid Tiger Pod.....	172
PMA 271: Airborne Strategic Command, Control and Communications Program Office.....	173

PMA-272: Advanced Tactical Aircraft Protection Systems Program Office.....	173
Integrated Defensive Electronic Countermeasures (IDECM).....	173
PMA 257: AV-8B Harrier Program Office.....	173
NAVAIR: PEO Unmanned Aviation and Strike Weapons (PEO(U&W)).....	173
PMA 201: Precision Strike Weapons program office.....	173
AAE/FC.....	173
CAD/PAD.....	173
Direct Attack Weapons.....	173
SLAM-ER.....	173
Harpoon.....	173
Small Diameter Bomb Increment II (SDB II).....	173
Long Range Anti-Ship Missile (LRASM).....	173
Joint Standoff Weapon (JSOW).....	173
PMA-202: Naval Aircrew Systems Program Office.....	173
PMA 242: Direct and Time Sensitive Strike Program.....	173
Advanced Precision Kill Weapon System (APKWS).....	173
AGM-88G Advanced Anti-Radiation Guided Missile (AARGM).....	173
PMA-262: Persistent Maritime Unmanned Aircraft Systems.....	173
- MQ-4C Triton	174
PMA-259: Air-to-Air Missiles Program.....	174
PMA-260: Common Aviation Support Equipment Program Office.....	174
Air Intercept Missile (AIM)-7 Sparrow.....	174
AIM-9X Sidewinder.....	174
AIM-9M Sidewinder.....	174
AMRAAM.....	174
PMA-263: Navy and Marine Small Tactical Unmanned Air Systems.....	174
Unmanned Logistics Systems - Air.....	174
Family of Small Unmanned Aircraft Systems.....	174
UAS Payloads.....	174
Capability Development - UAS Payloads.....	174
PMA-266: Multi-Mission Tactical Unmanned Aerial Systems (UAS) Program.....	174
MQ-9A Reaper.....	174
PMA-268: Unmanned Carrier Aviation.....	174
Unmanned Carrier Aviation.....	174
- Unmanned Carrier Aviation Mission Control System (UMCS).....	174
PMA-280: Tomahawk Weapons System.....	174
Tomahawk.....	174
PMA-281: Strike Planning and Execution Systems.....	174
CCS - Unmanned System Common Control System (CCS).....	174
Air Wing Ship Integration (AWSI).....	174
Strike Planning and Execution Systems.....	174
PMA 208: Aerial Targets Program.....	174
Target Threat Simulation Program(TTSP).....	174
Target Auxiliary & Augmentation Systems (TAAS).....	174
System for Naval Targets Control.....	174
AQH-88A.....	174
BQM-177A.....	174
Full Scale Targets.....	174

BQM-34S.....	174
Moving Land Target.....	175
BQM-167A.....	175
GQM- 163A Supersonic Sea Skimming Target (SSST).....	175
PMA-298: NAVAIR: Mission Integration and Special Projects Office.....	175
NAVAIR: PEO F-35 Lightning II Joint Program Office (PEO F-35).....	175
NAVMAR: Naval Information Warfare Systems Command.....	176
NAVMAR SBIR STTR Program Office.....	176
NAVMAR: PEO Command, Control, Communications, Computers and Intelligence (PEO C4I).....	176
Project Overmatch.....	176
PMA/PMW-101: Multifunctional Information Distribution System Program Office.....	177
- MIDS International Program Office (IPO).....	177
- MIDS Joint Tactical Radio System (JTRS).....	177
- Advanced Tactical Data Links.....	177
- Link 16 Waveform programs.....	177
PMW 120: Battlespace Awareness & Information Operations.....	177
- Ship's Signal Exploitation Equipment Family of Systems (SSEE FoS).....	177
- Horizon.....	177
- Distributed Common Ground System-Navy Family of Systems (DCGS-N FoS).....	177
- Naval Integrated Tactical Environmental System Next Generation (NITES – Next).....	177
- Littoral Battlespace Sensing - Unmanned Undersea Vehicles (LBS -UUV FoS).....	177
- Hazardous Weather Detection and Display Capability (HWDDC).....	177
- Electromagnetic Maneuver Warfare Integrated Fires (EMWIF).....	177
PMW 130: Cybersecurity Program Office.....	177
- Crypto and Key Management.....	177
- Network Security.....	177
PMW 150: Naval Command and Control Systems.....	177
- Maritime Tactical Command and Control (MTC2).....	177
- Tactical Command and Control (MTC2).....	178
- Command and Control Processor (C2P) - (ACAT II).....	178
- Link Monitoring and Management.....	178
PMW 160: Tactical Networks.....	178
- Consolidated Afloat Networks and Enterprise Services (CANES) (ACATIAC).....	178
- Automated Digital Network System (ADNS) (ACAT II).....	178
- Legacy Network Systems (LNS) (ACAT II/III).....	178
- Application Integration (AI).....	178
- Agile Core Services (ACS).....	178
- Communications-as-a-Service (CaaS).....	178
PMW/A 170: Communications & GPS Navigation.....	178
Tactical Communications 1.....	178
Tactical Communications 2.....	178
Satellite Communications.....	178
Positioning, Navigation, and Timing.....	178
PMW 200: Logistics Information Technology (LOG IT).....	178
PMW 740: International C4I Integration.....	178
PMW 750: Carrier Air Integration.....	179
Force-level Platform Integration.....	179
TacMobile.....	179

Air Integration.....	179
Force-level New Construction.....	179
PMW 760: Ship Integration Program Office.....	179
PMW 770: Undersea Communications and Integration.....	179
Common Submarine Radio Room (CSRR).....	179
Multi-Function Mast (OE-538).....	179
Submarine High Data Rate (SubHDR).....	179
UUV Operation Center (UUV OC).....	179
Submarine Antenna Modifications and Sustainment (SAMS).....	179
Time and Frequency Distribution System (TFDS).....	179
Low Band Universal Comms System (LBUCS).....	179
Timely Info for Maritime Engagements (TIMEly).....	179
High Power Transmission Equipment (HPTE).....	179
Navy Modernized Hybrid Solution (NMHS).....	179
BRR-6 Towed Buoy Antenna.....	179
Submarine Operating Authority (SUBOPAUTH).....	179
Lead Capability Integrator for PEO C4I.....	179
Submarine Launched Over-the-Horizon-Buoy (SLOTH-B).....	179
The Enhanced-Submarine Launched Over-the-Horizon Tactical (E-SLOT).....	179
Take-Charge and Move-Out (TACAMO) Ground Comms.....	179
PMW 790: Shore & Expeditionary Integration.....	179
- Shore Tactical Assured Command and Control (STACC).....	179
- Global Command and Control System – Joint (GCCS-J) (Project) GCCS-J is a Defense Information.....	180
- Maritime Operations Center (MOC) (Project).....	180
- United States Naval Observatory (USNO) Precise Time and Astrometry (PTA) Network....	180
- CANES MOC Variant (CMV) Consolidated Afloat Networks and Enterprise Services (CANES)..	
180	
- Navy Expeditionary C4I (Project).....	180
- Deployable Joint Command and Control (DJC2) (ACAT IAC).....	180
- IW Shore Platform Modernization (Project).....	180
- Telephony (Project) Shore Telephony.....	180
- Joint Military Satellite Communications (MILSATCOM).....	180
- Navy DSO (Dev/Sec/Ops).....	180
- Tactical Shore Platform.....	180
- C4I Arsenal C4I Arsenal.....	180
NAWWAR: PEO Digital and Enterprise Services (PEO Digital).....	180
Naval Enterprise Networks (NEN).....	180
Marine Corps Enterprise Networks (MEN).....	180
DON Special IT Services (DSITS).....	180
SCI IT Services:.....	180
- Joint Worldwide Intelligence Communication System (JWICS) Modernization.....	180
- Intel Services: Joint Deployable Intelligence Support System (JDISS).....	180
- Global Command and Control System (GCCS) Integrated Imagery and Intelligence (I3)....	180
- Force Disposition Tracker – Maritime (FDT-M), Force Disposition Tracker – Air (FDT-A)....	180
- Force Disposition Tracker– Ground (FDT-G).....	180
SAP IT Services:.....	181
- Special Access Program (SAP) IT Enterprise Services.....	181

- Planning and Decision Aid System (PDAS).....	181
Enterprise Agreement Services (EAS).....	181
Platform Application Services (PAS).....	181
Neptune Cloud Management Office (CMO).....	181
DevSecOps Offering.....	181
- Naval Identity Services (NIS).....	181
End User Services.....	181
- Physical Devices (EUHW Services).....	181
- Desktop Virtualization Services.....	181
- Image / Application Service.....	181
- Mobility Services.....	181
- Print Services.....	181
Digital Workplace Services.....	181
Flank Speed / Microsoft 365 (M365).....	181
SharePoint Online (SPO).....	181
Unified Capabilities.....	181
Records Management.....	181
Power Platform.....	181
Teams Telephony.....	181
Service Now as a Service – Enterprise (SNaaS-E).....	182
Azure Financial Operations (FinOps).....	182
Infrastructure Services (IS).....	182
Compute and Storage (C&S).....	182
DC Services.....	182
Tactical Edge (TE).....	182
Enabling Support (ES).....	182
Wide Area Network/Base Area Network/Local Area Network (WAN/BAN/LAN).....	182
Circuits.....	182
Communications Security (COMSEC).....	182
Cybersecurity and Operational Services (CaOS).....	182
Classified Data Protection (CDP) Service Team.....	182
Cyber Perimeter & Access Security (CPAS) Service Team.....	182
Cyber Threat & Vulnerability Management (CTVM) Service Team.....	182
Decision Analytics & Visualization (DAV) Service Team.....	182
Service & Resource Management (SRM) Service Team.....	183
NAWWAR: PEO for Manpower, Logistics & Business Solutions (PEO MLB).....	183
MYNAVY HR IT Solutions.....	183
Ready Relevant Learning (RRL).....	183
NAVY ERP Financial IT Services.....	183
Logistics IT Services (LOG IT) PMW 200.....	183
Marine Corps Logistics Integrated Info Solutions (LI2S-MC).....	183
Naval Applications and Business Services (NABS).....	183
Marine Corps Manpower IT Systems Modernization (MITSM).....	183
NAVFAC Naval Facilities Engineering Systems Command.....	184
NAVFAC: PEO Industrial Infrastructure.....	184
Shipyard Infrastructure Optimization Program (SIOP) PMO 555.....	184
NAVIFOR: Naval Information Forces.....	184
Naval Information Warfighting Development Center (NIWDC).....	184

Naval Communications Security Material System (NCMS).....	184
Naval Nuclear Propulsion Program.....	184
Naval Nuclear Laboratory.....	184
Bettis Atomic Power Laboratory.....	184
Kenneth A. Kesselring Site.....	184
Knolls Atomic Power Lab (KAPL).....	185
Naval Reactors Facility (NRF).....	185
NPTU Charleston.....	185
Navy: Strategic Systems Programs.....	185
Strategic Systems: Program Management Office (PMO).....	185
Strategic Systems: Conventional Prompt Strike (CPS).....	185
Strategic Systems: Small Business Office.....	185
Strategic Weapons Facility, Atlantic (SWFLANT).....	185
Marine Corps.....	186
Marine Corps: Organizational Language.....	186
Marine Corps: Organizational Hierarchy.....	186
Marine Corps: Unit Listing.....	186
Marine Corps Staff (DMCS).....	186
Manpower and Reserve Affairs.....	186
Plans, Policies & Operations (PP&O).....	186
Aviation.....	186
Programs & Resources (P&R).....	186
Installations & Logistics (I&L).....	186
Combat Development & Integration (CD&I).....	187
Information (DC I).....	187
Command, Control, Communications and Computers (IC4).....	187
Intelligence Division.....	187
Information Operations Center.....	187
Marine Corps System Command.....	187
Marine Corps System Command: Program Offices.....	187
Combat Support Systems.....	187
Brad Boitnott – Product manager for Combat support services.....	187
Ground Weapons Systems.....	187
Tactical Communications and Electronic Warfare Systems.....	187
Training Systems.....	187
Wargaming Capability.....	188
Marine Corps: PEO Land Systems (PEO LS).....	188
PM 202: Marine Air Ground Task Force (MAGTF) Command & Control System.....	188
- Air Battle Management & Sensor Netting (ABM&SN).....	188
- Ground Command & Control Systems (GC2S).....	188
- Extensible MAGTF Command & Control (EMC2).....	188
PMM 203: Expeditionary Radars (PM EXR).....	188
PMM 204: Advanced Amphibious Assault (PM AAA).....	188
- Amphibious Combat Vehicle (ACV).....	188
- Assault Amphibious Vehicle (AAV).....	188
PMM 205: Light Tactical Vehicles (PM LTV).....	188
- Light Tactical Vehicles & Trailers (LTV&T).....	188
- Joint Light Tactical Vehicles (JLTV).....	188

PMM 206: Medium and Heavy Tactical Vehicles.....	188
- Medium and Heavy Trailers (M&HT).....	188
- Medium Tactical Truck (MTT).....	188
- Logistics Vehicle System Replacement/Aircraft Rescue Fire Fighting (LVSR/P-19R).....	188
- Medium Tactical Vehicle Replacement (MTVR).....	189
PMM 208: Ground Based Air Defense (PM GBAD).....	189
- A-MANPADS	189
- Marine Air Defense Integrated Future Weapons Systems (MADIS/FWS).....	189
- Light Marine Air Defense Integrated System (L-MADIS).....	189
- Medium-Range Intercept Capability (MRIC).....	189
PMM 210: Light Armored Vehicles (LAV).....	189
- Advanced Reconnaissance Vehicle (ARV).....	189
- Light Armored Vehicle (LAV).....	189
PMM 211: Intelligence Systems and Cyberspace Operations (PM INTEL CO).....	189
- Distributed Common Ground System-Marine Corps.....	189
- Family of Integrated Targeting and Exploitation.....	189
- Intelligence Operations.....	189
- Marine Corps Cyberspace Operations.....	189
Marine Corps: Combat Development Command (MCCDC).....	189
Combat Development & Integration (CD&I).....	189
Capabilities Development Directorate.....	189
Marine Corps Warfighting Laboratory/Futures Directorate MCWL.....	189
Wargaming Division.....	189
Marine Corps Warfighting Laboratory Rapid Capabilities Office.....	189
Marine Corps Training And Education Command.....	190
Range and Training Programs.....	190
Policy and Standards.....	190
Marine Air-Ground Task Force (MAGTF) Staff Training.....	190
Marine Corp Junior ROTC.....	190
Department of the Air Force.....	191
Air Force: Organizational Language.....	191
Air Force: Organizational Hierarchy.....	191
Air Force: List of General Officers and SES.....	191
Air Force: Budget Materials.....	191
Air Force Headquarters Staff.....	191
A1: Manpower, Personnel, and Services AF/A1.....	191
A2: Intelligence AF/A2.....	191
AF/A2-A6O Intelligence, Surveillance and Reconnaissance.....	192
A3: Operations AF/A3.....	192
Agency for Modeling and Simulation (AFAMS).....	192
AF/A3S Air Force Special Warfare.....	192
A4: Logistics and Engineering, and force protection AF/A4.....	192
A5/7: Strategy and Requirements/ Air Force Futures AF/A5/7.....	192
Air Force Futures.....	192
A6: Warfighter Communications and Cyber Systems AF/A6.....	192
A8: Plans and Programs AF/A8.....	192
A9: Studies and Analysis.....	192
Program Assessment and Evaluation Office.....	192

A10: Strategic Deterrence and Nuclear Integration.....	193
Air Force Financial Management & Comptroller SAF/FM).....	193
Congressional Budget and Appropriations Liaison (SAF/FML).....	193
Air Force Administration and Management.....	193
Directorate of Legislative Liaison (SAF/LL).....	193
Air Force Chief Information Office SAF/CN.....	193
Chief Data and AI Office (CND).....	193
Director of Enterprise Information Technology (CNS).....	193
Chief Information Security Officer (CNZ).....	193
Chief Technology Officer (CTO).....	193
Energy, Installations and Environment SAF/IE.....	193
Air Force/Small Business (SAF/SB).....	194
Office of the Assistant Secretary of the Air Force for Space Acquisition and Integration (SAF/SQ)194	
Space Development Agency (SDA).....	194
Capability Office.....	194
Custody.....	194
Assistant Secretary of the Air Force for Acquisition, Technology and Logistics (SAF/AQ)..... 195	
Science, Technology & Engineering (SAF/ST&E).....	195
Logistics & Product Support SAF/AQT.....	195
Contracting SAF/AQC.....	195
Acquisition Integration SAF/AQX.....	195
Special Programs SAF/AQL.....	195
Global Power SAF/AQP.....	195
Global Reach SAF/AQQ.....	195
Air Force: PEO Rapid Capabilities Office (AFRCO).....	196
Air Force Material Command..... 196	
Air Force: PEO Combat and Mission Support (Services) (CM).....	196
AFLCMC: Air Force Life Cycle Management Center..... 196	
Acquisition Excellence and Program Execution Directorate AQ-EZ.....	198
Small Business Office.....	198
AFLCMC: PEO Command, Control, Communications (C3) and Battle Management (C3BM).....	198
Air Mission Integration Team (AMIT).....	199
Architecture and Systems Engineering(ASE).....	199
Maritime Mission Integration Team (MMIT).....	199
Space Mission Integration Team (SMIT).....	199
Land Mission Integration Team (LMIT).....	199
Homeland Air Defense Mission Integration Team (HMIT).....	199
Advanced Battle Management System (ABMS).....	199
Tactical Operations Center-Light.....	199
○ Aerial Networks.....	199
Kessel Run.....	199
Aerial Networks Division (AFLCMC/HNA).....	200
Airspace Mission Planning.....	200
Command, Control, Intelligence, Surveillance, and Reconnaissance (C2ISR).....	200
Operational Response Team (ORT).....	200
AFLCMC: PEO Armament Directorate (EB).....	200
PEO EB Air Dominance Division (AFLCMC/EBA).....	200
PEO EB Attack Division (AFLCMC/EBD).....	200

PEO EB Munitions Sustainment Division (AFLCMC/EBH).....	200
PEO EB Stand-In Strike Division (AFLCMC/EBI).....	200
PEO EB Long Range Systems Division (AFLCMC/EBI).....	200
PEO EB Rapid Enterprise Solutions Division (AFLCMC/EBR).....	200
PEO EB Agile Weapons Division (AFLCMC/EBX).....	201
PEO EB Disruptive Futures Division (AFLCMC/EBZ).....	201
AFLCMC: PEO Business and Enterprise Systems Directorate (BES).....	201
PEO BES Enterprise Logistics Readiness (GB4).....	201
PEO BES Maintenance Systems.....	201
PEO BES Supply Systems.....	201
PEO BES Mission Support Systems (GB5).....	201
PEO BES Human Resources (GBH).....	201
PEO BES Financial Systems (GBG).....	201
PEO BES Operations (GBO).....	202
Customer Services.....	202
Service Management.....	202
Program Execution Group.....	202
Cybersecurity.....	202
Technical Services.....	202
Financial Services.....	202
Contracting Services.....	202
Legal Services.....	202
The Small Business Office (SBO).....	202
Business And Enterprise Systems Product Innovation (BESPIN) GBO.....	202
AFLCMC: PEO Electronic Systems Directorate (HB).....	202
Aerospace Management Systems.....	202
Theater Battle Control.....	202
Foreign Military Sales.....	202
Lloyd Corricelli, NH-04- program manager - Hanscom.....	202
Force Protection.....	202
Electronics Warfare.....	202
Combat Avionics.....	202
Aerospace Dominance Enabler Division (HBZ).....	202
Qatar IAMD.....	203
International Airborne BMC2.....	203
AFLCMC: PEO Cyber and Networks Directorate (HN).....	203
Cryptologic & Cyber Systems Division (AFLCMC/HNC).....	203
C3I Infrastructure Division (AFLCMC/HNI).....	203
C3I&N Special Programs Division (AFLCMC/HNJ).....	203
AFLCMC: PEO Propulsion Directorate (PB).....	203
Propulsion Acquisition.....	203
Propulsion Sustainment.....	203
Propulsion Integration.....	203
AFLCMC: Combat Readiness Directorate (RO).....	203
Automatic Test Systems.....	203
Rapid Sustainment Office (RSO).....	203
Rapid, Agile Integrated Capabilities (RAIC).....	203
Air Force Metrology and Calibration AFMETCAL.....	204

Human Systems.....	204
Support Equipment and Vehicles.....	204
Portfolio Analysis.....	204
AFLCMC: PEO Fighters and Advanced Aircraft Directorate (WA).....	204
Advanced Aircraft (AFLCMC/WAC).....	204
A-10 Thunderbolt (AFLCMC/WAA).....	204
Special Programs (AFLCMC/WAG).....	204
F-22A Raptor (AFLCMC/WAU).....	204
F-15 Eagle (AFLCMC/WAQ).....	204
F-15 Foreign Military Sales FMS.....	204
F-16 Falcon (AFLCMC/WAM).....	204
AFLCMC: PEO Bombers Directorate (WB).....	204
B-1 Lancer Division (AFLCMC/WBN).....	204
B-2 Spirit Division (AFLCMC/WBZ).....	204
B-21 Lancer Division (AFLCMC/WBS).....	204
B-52 Stratofortress Division (AFLCMC/WBD).....	204
AFLCMC: PEO Intelligence, Surveillance, and Reconnaissance and SOF Directorate (WI).....	205
High Altitude Intelligence, Surveillance, and Reconnaissance Systems.....	205
Medium Altitude UAS.....	205
Detachment 3.....	205
ISR Sensors and FMS.....	205
SOF and Personnel Recovery.....	205
SOF and Personnel Recovery and Rotary.....	205
Helicopter Program Office.....	205
Attack Systems.....	205
E-3 AWACS and Wedgetail.....	205
International Airborne BMC2.....	205
Detachment 4.....	205
Capabilities Development Office (CDO).....	205
AFLCMC: PEO Mobility Directorate (WL).....	205
PEO WL International Acquisition Programs (AFLCMC/WLI).....	206
PEO WL C-17 Globemaster (AFLCMC/WLM).....	206
PEO WL C-130 Hercules (AFLCMC/WLN).....	206
Mr. Andreas Walsh - Acting Program Manager C-130 Hercules.....	206
PEO WL C-5 Galaxy (AFLCMC/WLS).....	206
PEO WL KC-46 (AFLCMC/WLC).....	206
COL David Hall - Program Manager KC-46.....	206
PEO WL Legacy Tankers / KC-135 (AFLCMC/WLT).....	206
AFLCMC: PEO Joint Strike Fighter Directorate (JSF).....	206
JSF Joint Strike Fighter Directorate.....	206
AFLCMC: PEO Training Directorate (WN).....	206
Simulators (AFLCMC/WNS).....	206
T-7 Redhawk (AFLCMC/WNB).....	206
Advanced Training Capabilities (AFLCMC/WNR).....	206
Legacy Training Aircraft (AFLCMC/WND).....	206
AFLCMC: Security Assistance and Cooperation Directorate (AFSAC).....	206
AFSAC International Logistics Support(AFLCMC/WFA).....	207
AFSAC Global Facilities Support (AFLCMC/WFE).....	207

AFSAC Financial Mgmt and Comptroller (AFLCMC/WFF).....	207
AFSAC International (AFLCMC/WFI).....	207
AFSAC Contract Execution (AFLCMC/WFK).....	207
AFSAC Central (AFLCMC/WFM).....	207
AFSAC Policy and Programs (AFLCMC/WFN).....	207
AFSAC Foreign Military Sales.....	207
AFSAC Operations (AFLCMC/WFO).....	207
AFSAC Information Technology (IT) Services (AFLCMC/WFR).....	207
AFLCMC: PEO Presidential and Executive Aircraft Directorate.....	207
Presidential and Executive Airpower.....	207
Executive Aircraft.....	207
Survivable Airborne Operations Center.....	207
Air Force Nuclear Weapons Center (AFNWC).....	207
AFNWC: PEO for Air-Delivered Capability Directorate (NAD).....	207
· B61-12 Life Extension Program and tail kit.....	208
· Long Range Stand-Off Weapon.....	208
· W80-4 Life Extension Program.....	208
· Overseas Weapon Storage and Security System.....	208
· Secure Transportable Maintenance System.....	208
· Protective Aircraft Shelter Interior Intrusion Detection System,.....	208
· Air-Launched Cruise Missile (AGM-86B/C/D) sustainment.....	208
AFNWC: PEO Intercontinental Ballistic Missile Systems Directorate.....	208
Intercontinental Ballistic Missile (ICBM) Systems Directorate.....	208
· LGM-30G Minuteman III.....	208
· LGM-35A Sentinel.....	208
AFNWC: PEO Nuclear Command, Control & Comms Integration Directorate (NC3).....	208
AFNWC: Nuclear Technology and Integration Directorate.....	208
Air Force Research Laboratory (AFRL).....	209
Aerospace Systems Directorate (RQ).....	209
Space Vehicles Directorate (RV).....	209
Sensors Directorate (RY).....	209
Directed Energy Directorate (RD).....	209
Munitions Directorate (RW).....	209
Materials and Manufacturing Directorate (RX).....	209
Information Directorate (RI).....	209
Integrated Capabilities Directorate (RS).....	210
The Air Force Office Of Scientific Research (AFOSR).....	210
AFWERX (RG).....	210
Air Force SBIR/STTR Program.....	210
SPACEWERX.....	210
Space Force.....	211
Space Force: Organizational Language.....	211
Space Force: Organizational Hierarchy.....	211
Space Force: General Officers.....	211
Space Force: Space Operations.....	212
Space Force Headquarters Staff.....	212
S-1: Personnel / Human Capital.....	212
S-2: Intelligence.....	213

S-3/4/7/10: Space Operations and Nuclear (Chief Operating Officer) SF/COO.....	213
S-5/8: Strategy, Plans, Programs, Requirements, and Analysis SF/CSRO.....	214
S-6: Cyber and Data.....	214
Space Force: PEO Space Rapid Capabilities Office.....	214
Space Force: Combat Forces Command (spOC).....	214
Delta 2 - Space Domain Awareness.....	215
Delta 3 - Space Electromagnetic Warfare.....	215
Delta 31 - PNT & SCN Integrated Mission Delta.....	215
Delta 4 - Missile Warning.....	215
Delta 6 - Cyberspace Warfare.....	215
Space Delta 7 - Intelligence, Surveillance and Reconnaissance (ISR) and Targeting.....	215
Delta 8 - Satellite Communications.....	215
Satellite Communications Office.....	215
Wideband C-SSE.....	215
Narrowband C-SSE.....	215
Protected C-SSE.....	215
Strategic Operations and Integration organization.....	216
Delta 9 - Orbital Warfare.....	216
Space Based Space Surveillance.....	216
Ground-Based Electro-Optical Deep Space Surveillance.....	216
Global Positioning System.....	216
Geosynchronous Space Situational Awareness Program.....	216
EO/IR Weather System - Geostationary – (EWS-G1).....	216
Defense Support Program Satellites.....	216
Defense Meteorological Satellite Program.....	216
Space Force: Space Systems Command.....	216
Space Systems Integration Office SSIO SSC/BZ.....	216
Space Superiority.....	216
• Sensors.....	217
• C2.....	217
• Effectors.....	217
• Network/Resilience.....	217
• DAF BattleNetwork.....	217
Global Mission Operations.....	217
• Space Integration.....	217
• Ground Integration.....	217
• Cyber Security.....	217
Space Enterprise Support.....	217
• Enterprise Mission MS & A.....	217
• Digital Transformation.....	217
• Industrial Base & Supply Chain.....	217
• Space Access,Mobility & Logistics.....	217
Enterprise Engineering.....	217
• Spectrum and Space Environment.....	217
• Enterprise Test and Evaluation.....	217
• Enterprise Integration.....	217
Commercial Space Office.....	217
Front Door.....	217

SpaceWERX.....	217
Commercial Marketplaces.....	217
Commercial Satellite Communications Office.....	217
Commercial Collaboration Center (COSMIC).....	217
Commercial Augmented Space Reserve (CASR).....	217
Command Staff Director.....	217
S1 Human Capital.....	217
S2 Intel.....	218
S3/S7 Operations and Readiness.....	218
Warfighting Integration Office.....	218
S4 Sustainment & Logistics.....	218
S5/S8 Plans & Requirements and Programming.....	218
S6 Chief Information Officer.....	218
S9/S10 Analysis and Nuclear Systems.....	218
Space Systems Command: PEO Space Sensing (SSC/SN).....	218
SSC: Space Sensing System Delta 84.....	218
SSC: Space Domain Awareness (SDA) System Delta 85.....	219
SSC: Sensing and Targeting (SBST) System Delta 810.....	219
Space Delta 80: Assured Access to Space.....	219
Space Delta 81: Test and Training.....	219
Space Delta 831: Positioning, Navigation, and Timing (PNT).....	219
Space Delta 88: Satellite Communications.....	219
Space Delta 89: Combat Power.....	219
Space Delta 1: Training and readiness for the USSF.....	219
Space Delta 2: Space Domain Awareness and Space Battle Management.....	219
Space Delta 3: Electromagnetic warfare capabilities.....	219
Space Delta 4: Provides missile warning capabilities.....	219
Space Delta 5: Command and Control capabilities.....	219
Space Delta 6: Communication and information capabilities.....	219
Space Delta 7: Intelligence support.....	219
Space Delta 8: Satellite communications and early warning.....	219
Space Delta 9: Orbital warfare.....	219
Space Delta 10: Develops USSF doctrine, tactics, and conducts wargames.....	219
Space Delta 11: Provides test and training environments.....	219
Space Delta 12: Prepares forces for contested environments.....	219
Space Delta 13: Space Training and Readiness Command.....	219
Space Base Delta 1: Base support at Peterson Space Force Base.....	219
Space Launch Delta 45: Responsible for launch operations at Cape Canaveral.....	219
Resilient Missile Warning / Missile Tracking / Missile Defense (MW/MT/MD).....	219
• Resilient missile warning, tracking (MW/MT/) MEO Epoch 1 and 2 Space.....	220
• Resilient missile warning, tracking (MW/MT/) MEO Ground.....	220
• GEO WFOV Operations.....	220
• Space Sensing Technology Maturation.....	220
• Resilient missile warning, tracking (MW/MT/) Integration.....	220
• Mission Integration.....	220
Environmental and Tactical Surveillance.....	220
• Electro-Optical Infrared Weather System (EWS) / Geostationary (EWS-G).....	220
• Weather System Follow-On Microwave (WSF-M).....	220

• Commercial & Persistent Tactical Surveillance.....	220
• Terrestrial Weather Satellite Imagery Dissemination.....	220
Strategic Missile Warning Space.....	220
• Next Generation Overhead Persistent Infrared (OPIR) Integration.....	220
• Next Generation OPIR Geosynchronous / Next Generation Interim Ops.....	220
• Next Generation OPIR Polar.....	220
Strategic Missile Warning Ground.....	220
• Next Generation Overhead Persistent Infrared (OPIR) Integration.....	220
• Future Operationally Resilient Ground Evolution.....	220
• Relay Ground Stations.....	220
• Data Exploitation Tools.....	220
• Applications Processing Lab & OPIR Battlespace Awareness Center / Space Modernization Initiative.....	220
• Survivable / Endurable Systems.....	220
• United States Nuclear Detonation Detection System.....	220
Mission Delta 4.....	220
• Spaced Based Infrared Systems (Ground/Satellites).....	220
• United States Nuclear Detonation Detection System.....	220
• Joint Tactical Ground Systems.....	220
• Mobile Ground Systems.....	220
• Electro-optical Infrared Weather System.....	220
• Defense Meteorological Satellite Program.....	220
Space Systems Command: PEO Assured Access to Space (AATS) (SSC/AA).....	220
Space Servicing, Mobility and Logistics SSC/AAA.....	221
• Future Operations.....	221
• Point-to-Point.....	221
• On-Orbit.....	221
Mission Solutions Delta AAM.....	221
• Rocket Systems Launch Program.....	221
• Payload Management & Mission Integration (MMO).....	221
• Future Procurement (NSSL Phase 3).....	221
• Enterprise Acquisitions.....	221
Launch Execution Systems Delta.....	221
• ULA Senior Lead.....	221
• SpaceX Senior Lead.....	221
• Atlas / Delta Systems.....	221
• Vulcan Systems.....	221
• Falcon Systems.....	221
Space Launch Delta 30.....	221
Space Launch Delta 45.....	221
Space Systems Command: PEO Domain Awareness and Combat Power (CP) (SSC/SZ).....	221
Rapid Reaction Branch.....	221
Innovation and Prototyping Acquisition Delta.....	222
• Prototype Operations.....	222
• DoW Space Test Program.....	222
• Innovation Development.....	222
• Prototype Ground Development & Sustainment.....	222
Electromagnetic Warfare Systems Delta.....	222

• Combat Systems.....	222
• Next – Gen Programs.....	222
• Defense Cyber Ops Advanced Global Capabilities.....	222
• Rapid Acquisition.....	222
• CommsModernization.....	222
• User Integration.....	222
Orbital Warfare Acquisition Delta.....	222
• Future Programs.....	222
• Advanced Programs.....	222
• Advanced Capabilities.....	222
vSpace Safari.....	222
Orbital Warfare Acquisition Delta SSC/SZA.....	222
• Space Capabilities.....	222
• Combat PowerSystems.....	222
• Space Surveillance and Reconnaissance.....	222
• Space Response.....	222
• Orbital Maneuver.....	222
Space Systems Command: PEO Battle Management Command, Control & Comms (BMC3I).....	222
Battle Management (Ops C2).....	222
Advanced Battle Management.....	222
Space Defense &Theater Support.....	223
Battle Management Integration.....	223
Tactical Command & Control (TC3).....	223
• Antenna Services.....	223
• Rapid Resilient Command and Control.....	223
• Global Mission Data Dominance.....	223
• Advanced Capabilities.....	223
Battlespace Awareness.....	223
• Advanced Concepts &vBattle Integration.....	223
• vGEO Sensing.....	223
• LEO Sensing.....	223
• Foreign Military Sales (FMS).....	223
• Integrated Tactical Warning/Attack Assessment.....	223
Data Transport Product and Support.....	223
• Satellite Control Network Ops and Sustainment (SCN).....	223
Space Systems Command: PEO Military Comms & Positioning, Navigation and Timing (MCPNT)....	223
Tactical Satcom Delta.....	223
• Protected TACTICAL Enterprise Services (PTES).....	223
• Protected TACTICAL SATCOM (PTS).....	223
• Wideband Global SATCOM (WGS) Strategic SATCOM.....	223
Strategic Satcom.....	223
• Evolved Strategic SATCOM Ground.....	223
• Evolved Strategic SATCOM Space.....	223
• Enhanced Polar System Recapitalization.....	223
Narrowband Satcom.....	223
• Mobile User Objective System Baseline (MUOS).....	224
• Mobile User Objective System Ground Sustainment.....	224
• Mobile User Objective System Service Life Extension Space.....	224

• Mobile User Objective System Service Life Extension Ground Modernization.....	224
• GPS III.....	224
• OCX.....	224
• C2 Modifications.....	224
• GPS Ground Support.....	224
• Military GPS User Equipment Increments 1 and 2.....	224
• Global Positioning System IIIF.....	224
• Foreign Military Sales.....	224
Space Systems Command: PEO Operational Test and Training Infrastructure (OTTI) (SSC/TI).....	224
Engineering.....	224
• Systems Engineering and Integration.....	224
• Testing.....	224
• Safety.....	224
• Configuration Management.....	224
• Architecting.....	224
Test and Training.....	224
• Physical / Live Test and Training.....	224
• Digital / Synthetic Test and Training.....	224
• Test and Training Mission Infrastructure.....	224
• Test and Training Readiness, sustainment, logistics, and product support.....	224
Space Training Command (STARCOM).....	225
Training - Space Delta 1.....	225
Range, Aggressors, Training & Exercises, Weapons School - Space Delta 11.....	225
Test and Evaluation - Space Delta 12.....	225
Education - Space Delta 13.....	225
Combatant Command Staffs.....	226
Headquarters Staffs.....	226
Joint Staff - Pentagon.....	226
J-1 Manpower and Personnel.....	226
J-2 Intelligence.....	226
J-3 Operations.....	227
J-4 Logistics.....	227
J-5 Strategy, Plans & Policy directors.....	228
J-6 Command, Control, Communications, & Computers/Cyber directors.....	228
J-7 Training and Exercises - Directorate.....	229
J-8 Requirements, Analysis, and Resources- Directors.....	229
Combatant Commands.....	231
Geographic Combatant Commands.....	231
Special Operations Command (SOCOM).....	232
SOCOM Headquarters Staff.....	232
J-1 Personnel SOCOM.....	232
J-2 Intelligence SOCOM.....	232
J-24 Intelligence Data Science Team.....	232
J-3 Operations SOCOM.....	232
J-33 Current Operations.....	232
J-4 Logistics SOCOM.....	232
J-5 Strategy, Plans and Policy SOCOM.....	232
J-6 Communications, command, control, and computer (C4) SOCOM.....	233

J63 Enterprise Operations Support Branch.....	233
J-7 Joint SOF Force Development and Design SOCOM.....	233
Acquisition, Technology and Logistics (SOF-ATL).....	234
SOFOM acquisition budget - here.....	234
SOF-ATL International Operations.....	234
SOF-ATL Defense Autonomous Warfare Group (DAWG).....	234
SOCOM Science and Technology Directorate.....	234
SOCOM Small Business Office.....	234
SOFWERX.....	235
Directorate of Enterprise Information Systems (SOF DIR-EIS).....	235
SOF Integration Facility.....	235
Engineering.....	235
Integration.....	235
Cybersecurity.....	235
Cross domain mobility.....	235
SCAMPI (SOCOM Telecommunications Network Transport of video, voice & data.).....	235
SOC Research, Analysis and Threat Information (SOCRATES) and SAPNET.....	235
C4IAS - Command, Control, Communications, Computers, Automation and Information.....	235
Military Information Support Operations -Print (MISO-P) and Media Production Center (MPC).....	235
C2ISR-T - Command and Control, Intelligence, Surveillance, Reconnaissance-Transport.....	235
SOF: PEO Fixed Wing (PEO-FW).....	236
Strike Division.....	236
Mobility Division.....	236
Airborne ISR & Non-standard Aviation Division.....	236
Silent Knight Raider/CV-22 Division.....	236
Emerging Technology Division.....	236
Detachment 1.....	237
SOF: PEO Maritime (PEO-M).....	237
Undersea Systems.....	237
Surface Systems.....	237
SOF: PEO Rotary Wing (PEO-RW).....	237
SOF: PEO Digital Applications (PEO-SDA).....	237
Mission Support Systems:.....	238
SOF Digital Ecosystem.....	238
Special Operations Mission Planning and Execution.....	238
Tactical Assault Kit.....	238
SOF: PEO Services (PEO Services).....	238
SOF: PEO Special Operations Forces Support Activity (PEO-SOFS).....	238
Program Management Office for Expeditionary Support (PM-ES).....	238
SOF: PEO Special Operations Forces Warrior (PEO-SW).....	238
SOF Protection and Integration.....	238
SOF Lethality.....	238
SOF Counter Proliferation.....	239
SOF Special Operations Vehicles.....	239
SOF: PEO Tactical Information Systems (PEO-TIS).....	239
Joint Special Operations Command (JSOC).....	239
Naval Special Warfare Command (SEALS).....	239

Army Special Operations Command.....	240
Air Force Special Operations Command.....	240
Marine Corps Special Operations Command (MARSOC).....	240
Indo-Pacific Command - INDOPACOM.....	241
Area of Responsibility (AOR).....	241
INDOPACOM Headquarters Staff.....	241
J1 - Manpower and Personnel Directorate, INDOPACOM.....	241
J2 - Intelligence Directorate, INDOPACOM.....	242
J3 - Operations Directorate, INDOPACOM.....	242
J4 - Logistics and Engineering Directorate, INDOPACOM.....	242
J5 - Strategic Planning and Policy Directorate, INDOPACOM.....	243
J6 - Command, Control, Communications and Cyber Directorate, INDOPACOM.....	243
J7 - Training and Exercises Directorate.....	243
J8 - Requirements and Resources Directorate, INDOPACOM.....	244
INDOPACOM Component Commands.....	244
U.S. Pacific Fleet PACFLT.....	244
U.S. Army Pacific USARPAC.....	244
U.S. Marine Corps Forces, Pacific MARFORPAC.....	244
Pacific Air Forces PACAF.....	244
Special Operations Command Pacific.....	245
U.S. Forces Korea.....	245
U.S. Forces Japan.....	245
Joint Interagency Task Force West.....	245
U.S. Space Forces - Indo-Pacific.....	245
U.S. Coast Guard - Pacific Area.....	245
Center for Excellence in Disaster Management and Humanitarian Assistance (CFE-DM).....	245
US Central Command (CENTCOM).....	246
Area of Responsibility (AOR).....	246
CENTCOM Headquarters Staff.....	246
J1 - Manpower and Personnel Directorate, CENTCOM.....	247
J2 - Intelligence, CENTCOM.....	247
J3 - Operations, CENTCOM.....	247
J4 Logistics, CENTCOM.....	247
J5 Strategy, Plans, and Policy, CENTCOM.....	247
J6 Cyber, CENTCOM.....	247
J7 Exercises & Training, CENTCOM.....	247
J8 Resources and Analysis Directorate, CENTCOM.....	247
Office of the Chief Technology Officer, CENTCOM.....	247
CENTCOM Component Commands.....	247
U.S. Army Central (ARCENT).....	247
Naval Forces Central Command (NAVCENT).....	247
Air Forces Central Command (AFCENT).....	248
Air Warfare Center - Central.....	248
Marine Corps Forces Central Command (MARCENT).....	248
Special Operations Command Central (SOCENT).....	248
U.S. Space Forces Central (SPACECENT).....	248
European Command - EUCOM.....	249
EUCOM Headquarters Staff.....	249

J2 Intelligence EUCOM.....	249
J3 Operations EUCOM.....	249
J4 Logistics EUCOM.....	249
J5 Plans, Policy, and Strategy EUCOM.....	249
J6 Cyber, Command, Control, Communications EUCOM.....	249
J8 Requirements & Resource Integration EUCOM.....	249
Southern Command SOUTHCOM.....	250
Area of Responsibility.....	250
SOUTHCOM Headquarters Staff.....	250
J2 Intelligence SOUTHCOM.....	250
J3 Operations SOUTHCOM.....	250
J4 Logistics SOUTHCOM.....	250
J5 Plans, Policy, and Strategy SOUTHCOM.....	250
J6 Communications Systems Directorate SOUTHCOM.....	250
J8 Resources & Analysis SOUTHCOM.....	250
Northern Command - NORTHCOM.....	251
NORTHCOM Headquarters Staff.....	251
J2 Intelligence NORTHCOM.....	251
J6 Cyber NORTHCOM.....	251
Africa Command - AFRICOM.....	252
AFRICOM Headquarters Staff.....	252
J2 Intelligence, AFRICOM.....	252
J3 Operations, AFRICOM.....	252
J4 Logistics, AFRICOM.....	252
J5 Strategy, Plans & Policy, AFRICOM.....	252
J-6 Command, Control, Communications, & Computers/Cyber, AFRICOM.....	252
J-8 Resources and Assessment, AFRICOM.....	252
Strategic Command - STRATCOM.....	253
STRATCOM Headquarters Staff.....	253
J1 - Human Capital STRATCOM.....	253
J2 - Intelligence STRATCOM.....	253
J3 - Global Operations STRATCOM.....	253
Combat and Information Operations.....	253
Current Operations.....	253
Logistics.....	253
Joint Electromagnetic Spectrum Operations (JEMSO).....	253
J4 - Logistics STRATCOM.....	253
J5 - Plans and Policy STRATCOM.....	253
J6 - Command, Control, Communications and Computer Systems STRATCOM.....	253
J7 - Joint Exercises, Training and Assessments STRATCOM.....	253
J8 - Capability and Resource Integration STRATCOM.....	254
NEC - Nuclear Command, Control and Communications (NC3) Enterprise Center STRATCOM....	254
JEC - Joint Electromagnetic Operations Center STRATCOM.....	254
U.S. Space Command - SPACECOM.....	255
SPACECOM Headquarters Staff.....	255
J2 Director of Intelligence SPACECOM.....	255
J3 Operations, SPACECOM.....	255
J4 Logistics SPACECOM.....	255

J5 Strategy, Plans & Policy SPACECOM.....	255
J6 - Digital Superiority Directorate SPACECOM.....	255
J8 Capability & Resource Integration SPACECOM.....	255
SPACECOM Components.....	255
Army Space & Missile Defense Command.....	255
Marine Corps Forces Space Command.....	255
Navy Space Command.....	255
Air Forces Space.....	255
U.S. Space Forces - Space.....	255
Joint Functional Component Command For Missile Defense.....	255
Transportation Command - TRANSCOM.....	256
J1 Personnel TRANSCOM.....	256
J2 Intelligence TRANSCOM.....	256
J3 Operations TRANSCOM.....	256
J4/5 Strategy, Policy, Programs & Logistics TRANSCOM.....	256
J6 Command, Control, Communications and Cyber Systems TRANSCOM.....	256
J8 Program Analysis & Financial Management TRANSCOM.....	256
JECC - Joint Enabling Capabilities Command TRANSCOM.....	256
Air Mobility Command.....	256
Cyber Command - CYBERCOM.....	257
CYBERCOM Headquarters Staff.....	257
J2 Intelligence CYBERCOM.....	257
J3 Operations CYBERCOM.....	257
J4 Logistics CYBERCOM.....	257
J5 Plans, Policy, and Strategy CYBERCOM.....	257
J-6 Command, Control, Communications, & Computers/Cyber CYBERCOM.....	257
J8 Capability & Resource Integration CYBERCOM.....	257
Department of Energy (DOE).....	258
ARPA-E (Advanced Research Projects Agency-Energy).....	258
National Nuclear Security & Administration (NNSA) S-5.....	260
Enterprise Planning and Analysis (NA-1.1).....	260
Civil Rights (NA-1.2).....	260
Cost Estimating and Program Evaluation (NA-1.3).....	260
Defense Programs (NA-10).....	260
Defense Nuclear Nonproliferation (NA-20).....	260
Naval Reactors (NA-30).....	260
Emergency Management (NA-40).....	260
Defense Nuclear Security (NA-70).....	261
Counterterrorism and Counterproliferation (NA-80).....	261
Infrastructure (NA-90).....	261
Congressional and Intergovernmental Affairs (NA-CI).....	261
Communications (NA-COMM).....	261
Environment, Safety, and Health (NA-ESH).....	261
General Counsel (NA-GC).....	261
Information Management and Chief Information Officer (CIO) (NA-IM).....	261
Management and Budget (NA-MB).....	261
Partnership and Acquisition Services (NA-PAS).....	261
National Nuclear Security Administration National Laboratories.....	261

National Nuclear Security Administration (NNSA) Field Offices.....	261
DOE: Office of the Undersecretary for Science (S-4).....	262
Nondefense DOE National Laboratories.....	262
DOE Office of Strategy and Technology Roadmaps (OSTR) (previously the Office of Critical and Emerging Technologies).....	262
Helena Fu - Director, Office of Critical and Emerging TechnologiesOffice of Fusion (OF).....	262
Office of Artificial Intelligence and Quantum (AIQ).....	262
National Quantum Information Science Research Centers (NQISRCs).....	263
Co-design Center for Quantum Advantage (C2QA) – Brookhaven National Laboratory.....	263
Coherence-driven Materials Design Thrust Leaders.....	263
Modular Quantum Systems Thrust Leaders.....	263
Superconducting Quantum Materials and Systems Center (SQMS) – Fermi National Accelerator Laboratory.....	263
Quantum Technology Thrust.....	263
Quantum Ecosystem Thrust.....	263
Co-design and Integration Teams Thrust.....	263
Quantum Device Architecture.....	263
Quantum Computing Architectures Taskforce.....	264
CM/HEP Applications Taskforce.....	264
Q-NEXT– Argonne National Laboratory.....	264
Heterogeneous Integration For Entanglement Scaling Q-NEXT.....	264
Multiscale Entanglement-Enhanced Sensing Q-NEXT.....	264
Network-Distributed Information And Processing Q-NEXT.....	264
Quantum Systems Accelerator (QSA) – Lawrence Berkeley National Laboratory.....	264
Quantum Science Center (QSC) – Oak Ridge National Laboratory.....	265
Software Ecosystem Thrust.....	265
Hybrid Algorithms Thrust.....	265
QHPC Architectures Thrust.....	265
Scientific Applications Thrust.....	265
Experimental Validation Thrust.....	265
DOE: Office of Technology Commercialization (OTC-1).....	265
Business Operations.....	265
Technology Transfer Policy and Practice.....	265
Market Analysis.....	265
Commercialization Programs.....	266
Innovative Partnering Mechanisms.....	266
● Technology Commercialization Fund.....	266
● Energy I-Corps.....	266
● Energy Program for Innovation Clusters (EPIC).....	266
● Lab Partnering Service.....	266
● Partnership Intermediary Agreements.....	266
● Foundation for Energy Security and Innovation.....	266
DOE: Office of Small Business Programs (OSBP).....	266
● ARPA-E Funding Opportunities.....	266
● EERE Funding Opportunities.....	267
● Federal Energy Management Program Funding Opportunities.....	267
● Fossil Energy Solicitations and Business Opportunities.....	267
● Grid Deployment Funding Opportunities.....	267

● Indian Tribes and Alaska Native communities Funding Opportunities.....	267
● Manufacturing and Energy Supply Chains Funding Opportunities.....	267
● Office of Science Funding Opportunities.....	267
DOE Energy Information Administration.....	267
DOE Analysis & Projections.....	267
Office of the Under Secretary of Energy S-3.....	267
Arctic Energy Office.....	267
Office of Cybersecurity, Energy Security, and Emergency Response.....	267
Grid Deployment Office (GDO).....	267
Federal Energy Management Program.....	267
Office of Indian Energy.....	268
Office of Electricity (OE).....	268
Grid Systems and Components (OE-10).....	268
Grid Controls and Communications (OE-20).....	268
Energy Storage (OE-30).....	268
Office of Energy Dominance Financing (EDF).....	268
Office of Nuclear Energy.....	269
Office of State and Community Energy Programs.....	269
Office of Clean Energy Demonstrations.....	269
Power Marketing Administrations.....	269
DOE Office of Critical Minerals and Energy Innovation (CMEI).....	269
Office of Fossil Energy and Carbon Management's (FECM) minerals projects.....	269
EERE's Advanced Manufacturing and Materials Technologies Office (AMMTO).....	269
Vehicle Technologies Office (VTO).....	269
Office of Manufacturing and Energy Supply Chains.....	269
Bioenergy Technologies Office.....	270
Industrial Technologies Office.....	270
Wind Energy Technologies Office.....	270
Solar Energy Technologies Office.....	270
Water Power Technologies Office.....	270
Hydrogen and Fuel Cells Technologies Office.....	270
Office of State and Community Energy Programs.....	270
Federal Energy Management Program.....	270
Appendix A: DoW Program Executive Offices (PEOs).....	1
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