DISC 2026

MARCH 18-19

CHAPEL HILL, NORTH CAROLINA

Hosted by

Office of US Senator Thom Tillis

Office of US Senator Ted Budd

North Carolina Military Business Center

Welcome Remarks

Martin “Jimmy” Hendrix
Strategic Industry Professional
NC Military Business Center

DISC 2026
MARCH 18-19
CHAPEL HILL, NORTH CAROLINA

Thank You DISC Sponsors

Gold Sponsor

NC STATE UNIVERSITY

Industry Expansion Solutions

Silver Sponsors

BUILDSUBMARINES.COM

CALICO COATINGS

The Performance Advantage.

Small Business Sponsors

CogniAI

Due Diligence Research Group

I2E Group, LLC

Perun Defense Strategies

ProtoSpace Mfg

RCR Manufacturing Solutions, LLC

SRI / Stock Car Steel & Aluminum

Vartech Systems, Inc.

U.S. Foam & Etch

Welcome Remarks

US Senator Thom Tillis

North Carolina

Video

DISC 2026

MARCH 18-19

CHAPEL HILL, NORTH CAROLINA

Welcome Remarks

Secretary Elaine Marshall

North Carolina Secretary of State

DISC 2026

MARCH 18-19

CHAPEL HILL, NORTH CAROLINA

Special Presentation

The Partner's Playbook:
Navigating DoW Innovation, Investment, and Industrial Base Programs

- **John Shultz**, Acting Director, Warfighting Investments, Resourcing, and Execution (WIRE), Office of the Assistant Secretary of War (OASW) - Industrial Base Policy
- **Aissa Tovar**, Director, Defense Production Act Investments, OASW Industrial Base Policy
- **David James,** OSW ManTech Strategist, Department of War, Manufacturing Technology Program
- **Charles Wallace**, Execution Manager, Accelerate the Procurement and Fielding of Innovative Technologies (APFIT), Office of the Under Secretary of War – Research and Engineering (OUSW R&E)
- **Khalil Mack**, Director, Defense Marketplace Readiness (DMR), OASW Industrial Base Policy

DISC 2026
MARCH 18-19
CHAPEL HILL, NORTH CAROLINA

SLIDES ONLY
NO SCRIPT PROVIDED

The Partner's Playbook: Navigating DoW Innovation, Investment, and Industrial Base Programs

U.S. Department of War

Panel Members

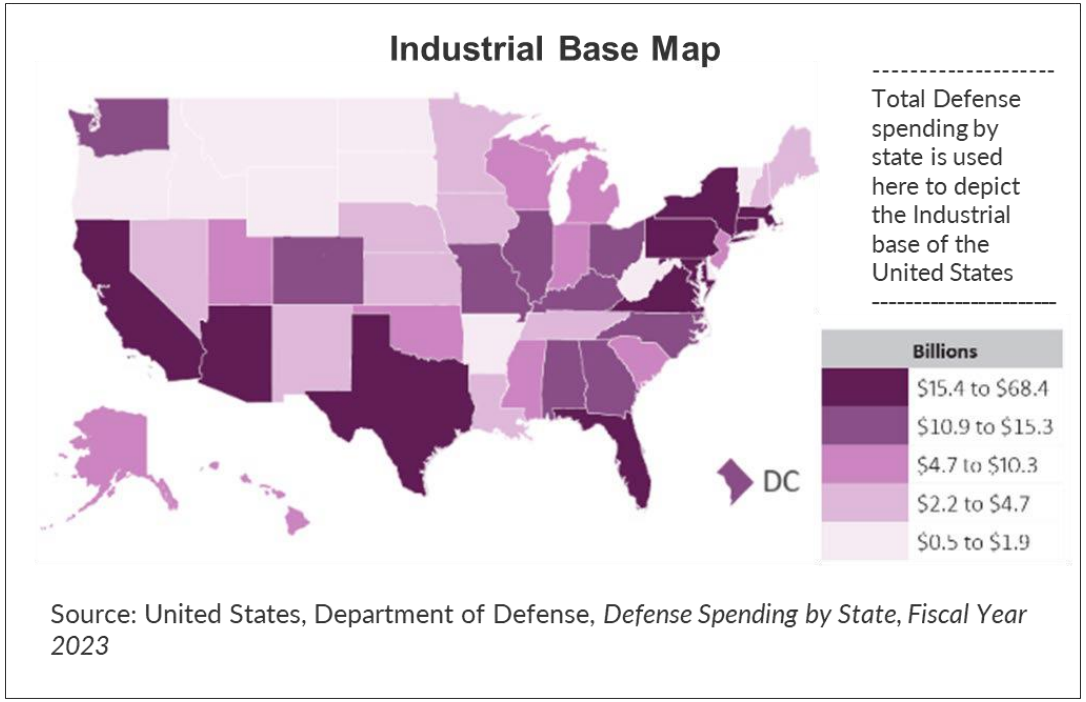
- **John Shultz**, Acting Director, Warfighting Investments, Resourcing, and Execution (WIRE), Office of the Assistant Secretary of War (OASW) - Industrial Base Policy
- **Aissa Tovar**, Director, Defense Production Act Investments, OASW Industrial Base Policy
- **David James**, OSW ManTech Strategist, DoD Manufacturing Technology Program, ManTech
- **Charles Wallace,** APFIT Project Manager, OUSW(R&E) Mission Capabilities
- **Khalil Mack**, Director, Defense Marketplace Readiness (DMR), OASW Industrial Base Policy

State of the Defense Industrial Base

U.S. Department of War

The U.S. Defense Industrial Base remains technologically advanced and essential, **but it is also strained, overly-consolidated, and at risk of not keeping pace with modern and near-peer threats, especially in a prolonged conflict.**

- **Defense Industrial Base:** domestic and international public sector (government-owned) facilities, academic institutions, and private sector companies which supplies defense-related materials, products, and services
- The DIB is heavily regulated and scrutinized, which acts a barrier to new entrants
- **The U.S. Manufacturing Capacity and Industrial Base gets a "D" in the NDIA 2022 Vital Signs report grade for fragility, low stockpiles, and inability to match explosive growth in Chinese manufacturing capacity**
- The DIB is part of a complex supply chain and faces the same challenges as other commercial vendors. Major challenges are:
  - Chinese control of numerous critical materials supply chains
  - Insufficient workforce
  - Increase in offshore manufacturing and inadequate domestic production
  - Integrating critical technologies
  - Adversarial capital
  - M&A consolidation



Source: United States, Department of Defense, *Defense Spending by State, Fiscal Year 2023*

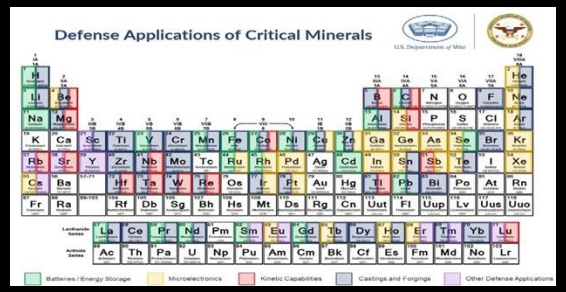
PRESIDENTIAL ACTIONS

MODERNIZING DEFENSE ACQUISITIONS AND SPURRING INNOVATION IN THE DEFENSE INDUSTRIAL BASE

PRESIDENTIAL ACTIONS

Immediate Measures to Increase American Mineral Production

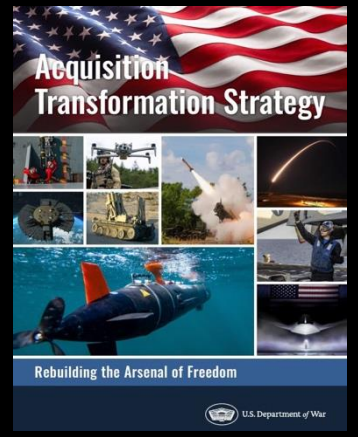
Fact Sheet: President Donald J. Trump Approves Ambler Road Project to Unlock Alaska's Mineral Potential



United States Department of War
1,604,149 followers
1w •

NEWS: Secretary of War Pete Hegseth Launches Multistate Tour in Support of Defense Industrial Base

"We've got to go fast. The warfighters need it; they deserve it. We've got new peer adversaries that are building at record speed," Secretary Hegseth said at Lockheed Martin's Air Force Plant 4 in Fort Worth, Texas.



Office of Strategic Capital Announces First Loan Through DoD Agreement With MP Materials to Secure Critical Materials Supply Chain

Department of War Announces $1 Billion Direct-to-Supplier Investment to Secure the U.S. Solid Rocket Motor Supply Chain

US, Australia to Invest $2 Billion in Critical Minerals, Advance Alcoa Gallium Project

Pentagon gets investment stake in Korea Zinc refinery in Tennessee

Dec 15, 2025 · The Defense Department is getting a 40% stake in a $7.4 billion mineral smelter to be built in Tennessee in partnership with Korea Zinc, Reuters reported Monday.

- 12.23.25 -Department of War Awards $32.7M to Accelerate Solid Rocket Motor Component Production
- 12.22.25 -Department of War Awards $18.5 Million to Expand Germanium and Silicon Optics Production
- 11.20.25 – Department of War Awards $29.9 Million to Create a U.S. Domestic Supply of Gallium and Scandium

Department of Defense Office of Small Business Programs
31,386 followers
4w •

The Department of War has launched Drone Dominance, a new $1B initiative to rapidly field low-cost, lethal drones at scale to expand the U.S. drone industrial base. The official Request for Solutions is now live! ...more

Release

Department of Defense Awards $5.1 Million to Recover Rare Earth Elements From Recycled Electronic Waste
defense.gov

Release

Office of Strategic Capital Agrees to Joint $700M Conditional Loan Commitment with Vulcan
war.gov

Release

Department of Defense Awards $6.2 Million to Sustain Critical Production of Tungsten
defense.gov

Department of Defense Manufacturing Technology Enterprise

Joint Defense Manufacturing Technology Panel | More Details at www.DoDManTech.mil

Legislative Foundation

United States Code
Section 4841 of Title 10

Established 1956

MISSION

Anticipate and close gaps in manufacturing capabilities for affordable, timely, and low-risk development, production, and sustainment of defense systems through technology development and adoption and training.

VISION

Responsive, world-class manufacturing capability to affordably and rapidly meet warfighter needs throughout the defense system life cycle.

Governance

OVERSIGHT
Office of the Secretary of Defense Manufacturing Technology Program

- Oversees Department of Defense Manufacturing Technology Program
- Principal on the Joint Defense Manufacturing Technology Panel
- Manages the Manufacturing Science and Technology Program
- Leads public-private partnerships with DoD Manufacturing Innovation Institutes
- Advances DoD Manufacturing Education and Workforce Development
- Collaborates with Federal agencies on domestic manufacturing initiatives

PLANNING & COORDINATION
Joint Defense Manufacturing Technology Panel

- Identify and integrate requirements
- Conduct joint program planning
- Develop joint strategies
- Coordinate between Manufacturing Technology program components

Member Composition

The Joint Defense Manufacturing Technology Panel (JDMTP) coordinates and facilitates collaboration within the Department of Defense Manufacturing Technology Program. The panel comprises directors and senior managers from DoD ManTech components listed below, with a rotating chairmanship. It also includes non-voting, ex officio representatives from various agencies.

OFFICE OF THE SECRETARY OF DEFENSE
Manufacturing Technology Program

**The JDMTP reports on manufacturing technology issues of multi-service concern and receives direction from the OSD Manufacturing Technology Program*

ARMY
Manufacturing Technology Program

NAVY
Manufacturing Technology Program

DEPARTMENT OF THE AIR FORCE
Manufacturing Technology Program

DEFENSE LOGISTICS AGENCY
Research and Development

Ex Officio Members

- Missile Defense Agency
- Department of Commerce
- Department of Energy
- Defense Advanced Research Projects Agency
- National Aeronautics & Space Administration
- United States Coast Guard

Execution

The JDMTP uses subpanels and working groups (composed of ManTech Components and industry members) to review projects and identify investment opportunities in support of the DoD ManTech mission. JDMTP Subpanels have specific requirements like service representation and a vote to close, while Working Groups are more flexible with limited lifespans and different operating rules.

Subpanels

- Composites
- Advanced Manufacturing Enterprise
- Metals
- Electronics

Working Groups

- Manufacturing Readiness Levels
- Power Sources
- Directed Energy
- Energetics & Munitions

Department of Defense Manufacturing Innovation Institutes

The DoD's Manufacturing Innovation Institutes aim to boost U.S. manufacturing and military strength by fostering public-private partnerships. They achieve this through three main objectives: advancing research and development for innovation and military modernization, revitalizing the defense industrial base to improve national competitiveness, and promoting workforce development to prepare Americans for future jobs.

America Makes · MxD · ARM Institute · Alift · AIM Photonics · biofabusa · NextFlex · BioMADE

Department of Defense Manufacturing Technology Enterprise

Office of the Secretary of Defense Manufacturing Technology Program | More Details at www.DoDManTech.mil

Office of the Secretary of Defense Manufacturing Technology Program

Reports to the Under Secretary of War for Research and Engineering

The Office of the Secretary of Defense (OSD) Manufacturing Technology Program is within the Office of Under Secretary of War for Research and Engineering and is responsible for administering the Department of Defense Manufacturing Technology Program by providing central guidance and direction to the component ManTech Programs (10 U.S. Code § 4841). To execute this mission, OSD ManTech operates an investment portfolio and collaboration engine.

Investment Portfolios

Program Element 0603680D8Z: *Defense-Wide Manufacturing Science & Technology*

P350 – Department of Defense Manufacturing Innovation Institutes
These competitively-awarded, public-private partnerships are defense-relevant, industry-led, and positioned to deliver value to our nation and Warfighter by: advancing American innovation through research and development to promote military modernization; growing manufacturing ecosystems to enhance the nation's competitiveness; and furthering workforce development to leverage the full talent of the nation.

P351 – Manufacturing Education and Workforce Development Program
Provides guidance, coordination, and investment to strengthen the advanced manufacturing workforce.

P680 – Manufacturing Science and Technology Program
Advances cross-cutting defense manufacturing needs – *beyond the ability of a single military service to address* – to de-risk service-focused investments, stimulate manufacturing processes, and improve enterprise business practices.

Program Element 0604125D8Z: *Advanced Manufacturing Components & Prototypes*

P232 – Advanced Manufacturing Components and Prototypes
Starting in FY25, OSD ManTech's Advanced Manufacturing Components and Prototypes program will help transition promising advanced manufacturing technologies to higher manufacturing readiness levels via component and prototype development. Projects under this program element will advance critical technologies, including those with dual-use commercial applications.

Manufacturing Collaboration Engine

Joint Defense Manufacturing Technology Panel
The official convening body for the DoD ManTech Program chartered to identify and integrate joint requirements, conduct joint program planning, and develop joint strategies across the component ManTech programs.

Joint Additive Manufacturing Working Group
A cross-cutting defense community focused on maximizing the application of additive manufacturing in support of the Warfighter and sustainers.

White House Subcommittee on Advanced Manufacturing
A forum for coordination and planning among Federal agencies regarding advanced manufacturing policy, programs, and budget guidance.

Manufacturing USA
A legislated network of Federal agencies, their manufacturing institutes, and industry partners united to drive advancement in manufacturing technology and workforce.

Department of Defense Manufacturing Innovation Institutes

America Makes · MxD · Lift · AIM Photonics · biofabusa · NextFlex · ARM Institute · BioMADE

DOW Industrial Base Policy

Working with domestic and international partners to forge and sustain a robust, secure, and resilient industrial base enabling the warfighter, now and in the future.

U.S. Department of War

Industrial Base Resilience (IBR)

Provides analysis on supply chain & industrial challenges, and addresses critical shortfalls through investment and innovation

DIBC COTA

SUPPLY CHAIN RESILIENCE

- WORKFORCE
- SELECT KINETIC CAPABILITIES
- ENERGY STORAGE & BATTERIES
- MICROELECTRONICS
- CASTINGS & FORGINGS
- STRATEGIC & CRITICAL MATERIALS

PRIMARY AUTHORITIES

Defense Production Act Title I	50 U.S.C. § 4501 et seq.
Defense Production Act Title III	50 U.S.C. § 4501 et seq.
Defense Production Act Title VII (VA & NDER)	50 U.S.C. § 4501 et seq.
Industrial Base Fund	10 U.S.C. § 4817

BOLD MOVES

Driving impactful DIB investments: Over $2B in direct investments into the DIB across critical supply chains (e.g., SRM production, on-shoring critical materials mining and production, workforce hiring and retention)

Leveraging USG partnerships: Fostered and led a coalition of U.S. Government partners to define and execute a comprehensive inter-agency battery strategy and associated projects

Readying the industrial base: Establish DPA Title VII voluntary agreements with industry for key civilian sectors to ensure readiness for war production

Civil Reserve Manufacturing Network (CRMN), FY26 NDAA Section 1841: Establishment of the CRMN as a formal, managed program to allow commercial manufacturers to rapidly convert facilities to DOW-directed production upon activation

Office of Industrial Base Growth

Maximizes opportunities for small businesses to contribute to the defense industrial base through engagement and advocacy

- More than 90 APEX Accelerators across the US
- DOW Mentor-Protégé Program expands the military supplier base by integrating POTUS and SW/DW/USW priority capabilities with established primes
- Secure the DIB by providing cybersecurity and FOCI tools and training to **8,000+** businesses/year

LEADERSHIP

HON Michael Cadenazzi
Assistant Secretary of War for Industrial Base Policy

Dr. Vic S. Ramdass
Principal Deputy Assistant Secretary of War for Industrial Base Policy

Industrial Base Resilience leverages the authorities and expertise of the Industry Affairs (IA), Industrial Planning and Analysis (IPA), and Warfighting Investments Resourcing and Execution (WIRE) directorates to analyze, forge, and sustain a robust, secure, and resilient industrial base

DPA Title III Authorities

U.S. Department of War

Authorities

Loan Guarantees § 301 (50 U.S.C. § 4531)	Loans § 302 (50 U.S.C. § 4532)	Purchase Commitments § 303 (50 U.S.C. § 4533)	Purchases § 303 (50 U.S.C. § 4533)
• May be extended when credit is not available to the loan applicant under reasonable terms and conditions sufficient to finance the activity • Prospective earning power of the loan applicant and the character and value of the security pledged provide a reasonable assurance of repayment of the loan to be guaranteed	• May be extended when private financing is beyond the risk of the commercial market • Projected earnings following the loan are sufficient to cover repayment costs	• Create a guaranteed demand to reduce risks for industry to make their own investments	• Provide direct subsidies to companies to assist in establishing production capabilities including: ○ Purchase and installation of production equipment in privately owned or Government owned facilities ○ Engineering support to improve quality and yield of production facilities ○ Sample quantities for process validation and customer qualification testing

Priority Areas (50 U.S.C. § 4533)

Sustain Critical Production	Commercialize Research and Development Efforts	Scale Emerging Technologies

IBAS Program Overview

The Industrial Base Analysis and Sustainment Program invests heavily in defense-critical industrial capability development areas with a priority on: Critical Minerals and Materials, Castings and Forgings, Submarine and Shipbuilding Workforce, Kinetic Capabilities, Microelectronics, Energy Storage and Batteries, and Manufacturing Technologies.

10 USC Sec. 4817 Industrial Base Fund (IBF)		
IBF Authorities	**Mission and Vision**	**Focus**
1. Support the monitoring and assessment of the industrial base; 2. Address critical issues in the industrial base relating to urgent operational needs; 3. Support efforts to expand the industrial base 4. Address supply chain vulnerabilities.	**Mission:** Strengthen the competitive posture of the U.S. DIB in the era of great powers and global competition. **Vision:** A modern industrial base that fortifies traditional DIB capabilities and forges emerging sectors to respond at-will to national security requirements.	• **Prepare the defense industrial workforce** – Promote, elevate, and accelerate industrial talent pipelines. • **Ready the modern DIB** – Advance and sustain traditional defense manufacturing sectors. • **Prepare for the future** – Identify, attract, and cultivate emerging defense sectors. • **Assess and shape the risk** – Mitigate supply chain vulnerabilities within the global DIB. • **Build and strengthen partnerships across the global DIB.**

DPA Title III vs Industrial Base Analysis & Sustainment (IBAS)

U.S. Department of War

	DPA Title III	IBAS
Authorities	**50 USC Sec**. 4533 et. seq.	**10 USC Sec**. 4817
Congressional Oversight	House Committee on Financial Services; Senate Committee on Banking, Housing, and Urban Affairs	House Armed Services Committee; Senate Armed Services Committee
Focus	Resourcing to specific/targeted gaps in key industrial base sectors	Proactively identifying and mitigating risks to the industrial base
Time Horizon & Funding	Long-term horizon; procurement funds that are either non-expiring or must be obligated within **five years**	Short-to-medium term horizon; RDT&E funds that must be obligated within **two years**
Funding Mechanisms	Loans, loan guarantees, purchases, purchase commitments, grants and subsidies	Purchases, cooperative agreements, subsidies, third-party investment awards
Presidential Determination & Supply Chain Waivers	Requires prior authorization from the President, on a nondelegable basis, through a Presidential Determination or a Waiver of Statutory Requirements, before executing DPA Title III authorities	No executive requirement for supply chain determination or waiver
International Sourcing Restrictions	Restricted to domestic sources, which DPA defines as business concerns performing substantially all of the work related to the agreement with the government in the United States, Canada, United Kingdom, or Australia	No covered countries as defined by Department of Commerce
Other Federal Agency Authority	Multiple federal agencies have DPA authorities, but do not have appropriations on the scale of DoD DPA Title III	DoW only

Opportunities with DPA & IBAS

U.S. Department of War

Defense Industrial Base Consortium (DIBC) and Cornerstone Other Transaction Agreement (COTA)

The U.S. Department of War established the DIBC and Cornerstone Other Transaction Agreements (OTAs) to enable rapid research, improve access to commercial solutions for defense, and leverage innovations from industry, academia, and non-traditional contractors.

OTAs reduce the contractual burdens that are typically placed on contractors, making it easier for small and emerging companies to participate in technology development.

Who Can Join

DIBC

All traditional and non-traditional companies, universities, and non-profits based in the U.S., Australia, Canada, and the UK

COTA

Private companies, academic institutions, and federally funded research and development centers (FFRDCs)

How to Join

1) Review the DIBC or COTA membership resources online
2) Complete and submit an online membership application

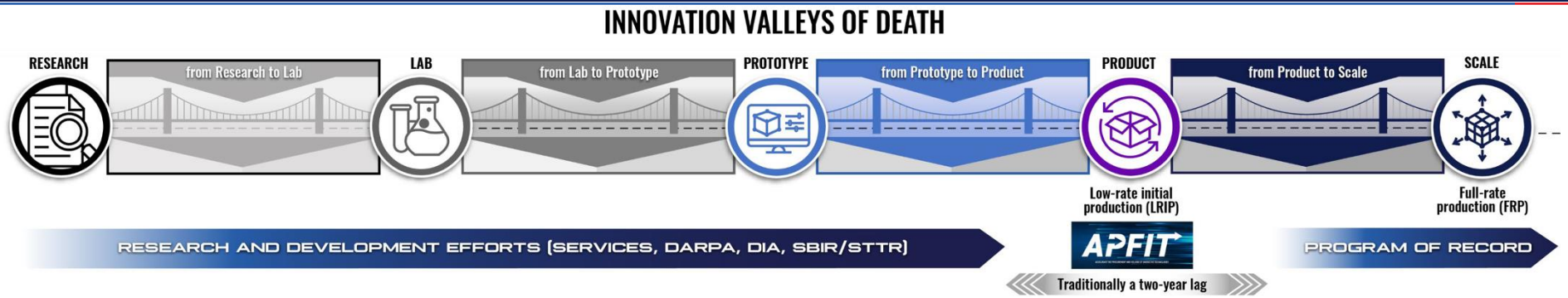
DIBC COTA

Open & Upcoming Solicitations

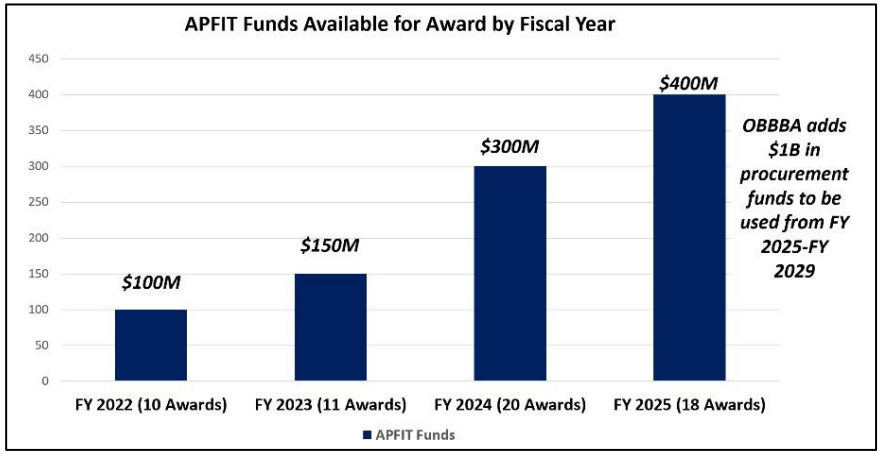
https://www.dibconsortium.org/solicitations/
https://cornerstone.army.mil/


DEPARTMENT OF DEFENSE
MANUFACTURING
TECHNOLOGY PROGRAM
INNOVATING MANUFACTURING

Accelerate the Procurement and Fielding of Innovative Technologies (APFIT)



- The APFIT program awards **procurement funding** to bring the most advanced technology to the warfighter ahead of the two-year budgeting cycle
- Prioritizes small businesses and/or non-traditional defense contractors **providing $10M-$50M** to strengthen the U.S. defense industrial base
- Accelerates delivery of **production-ready capabilities** to the Services and DoD Agencies by an average of two years to transition projects across the "valley of death“



Visit the APFIT website for more information at https://ac.cto.mil/apfit/

APFIT 26-2 Schedule

Call Window Open	Varies by Organization
Non-Acquisition Org Due Date	Feb 20, 2026
Acquisition Org Due Date	Mar 20, 2026
OTAP Invites disseminated by	Apr 10, 2026
Conduct OTAPs	Apr 21-23, 2026
Final Selection	May 20, 2026

OTAP: Operational and Technical Assessment Panel

Non-Acquisition Organizations: Combatant Commands, Agencies, OSW components

Acquisition Organizations: Services, SOCOM, CYBERCOM

Templates can be found on the following sites:

APFIT Website: https://ac.cto.mil/apfit/

Intelink (CAC enabled): https://intelshare.intelink.gov/sites/mdjo/APFIT/_layouts/15/start.aspx#/Selection%20FY25/FY26.aspx

For answers to FAQ, please refer to https://ac.cto.mil/apfit/
Reach out to the APFIT team at any time for help: osd.apfit@mail.mil

MARCH 2026

Key Programs & Contacts

Mr. Khalil Mack, Director

DEFENSE MARKETPLACE READINESS

DOW OFFICE OF INDUSTRIAL BASE GROWTH

DoW Office of Industrial Base Growth

POWERING SMALL BUSINESS & DEFENSE MARKETPLACE READINESS

INDUSTRIAL BASE GROWTH

DoW's umbrella organization for efforts focused on expanding and strengthening the defense industrial base through vendor growth and supplier maturity.

business.defense.gov

APEX ACCELERATORS

90+ centers across the U.S. serve as a critical front door for American businesses seeking to enter and grow in government contracting.

apexaccelerators.us

MENTOR-PROTÉGÉ PROGRAM

Helps eligible small businesses gain capacity and win government contracts through partnerships with more experienced companies.

mpp.acq.osd.mil/mpp

PROJECT SPECTRUM

A cyber readiness platform that helps companies strengthen their cybersecurity posture through practical education, tools, readiness assessments, and expert support.

projectspectrum.us

LYNX

A digital readiness and engagement platform designed to help businesses enter, navigate, and compete in defense markets.

lynxconnect.io

U.S. Department of War

The Partner's Playbook: Navigating DoW Innovation, Investment, and Industrial Base Programs

Abstract:

In an era where strategic competition is increasingly decided by industrial capacity, the ability for industry partners to effectively navigate and leverage Department of War (DoW) resources is paramount to national security. Many potential partners, from small businesses to innovative technology firms, face challenges in identifying the right programs, accessing capital, and understanding the Department's contracting and procurement priorities.

This session demystifies the process by providing a direct line to the leaders of the DoW's most impactful industrial-focused initiatives. Join representatives from Industrial Base Policy, the Manufacturing Technology (MANTECH) program, the Accelerate the Procurement and Fielding of Innovative Technologies (APFIT) initiative, and the Office of Strategic Capital (OSC) for a comprehensive overview of the resources available to strengthen the defense industrial base.

Panelists will discuss their program priorities, highlight pathways for partnership, and offer practical guidance on how to work the contracting process and secure resources. Attendees will leave with an actionable playbook for aligning their capabilities with the DoW's critical needs, helping to accelerate innovation and build a more resilient, modern, and scalable industrial base to support the warfighter.

DPA Title III Authority Limitations

U.S. Department of War

Authorities

Loan Guarantees § 301 (50 U.S.C. § 4531)	Loans § 302 (50 U.S.C. § 4532)	Purchase Commitments § 303 (50 U.S.C. § 4533)	Purchases § 303 (50 U.S.C. § 4533)
• Budget authority for guarantees and direct loans must be specifically included in appropriations passed by Congress • DPA statute also requires the President to determine that loan guarantees or direct loans meet a number of conditions before issuance	• Budget authority for guarantees and direct loans must be specifically included in appropriations passed by Congress • DPA statute also requires the President to determine that loan guarantees or direct loans meet several conditions before issuance	• Law requires the President, on a nondelegable basis, determine that the material, resource or capability meets the criteria for DPA action (may be waived)	• Law requires the President, on a nondelegable basis, determine that the material, resource or capability meets the criteria for DPA action (may be waived) • The DPA Fund, which enables § 303 purchases has annual limit not to exceed $750M

Priority Areas (50 U.S.C. § 4533)

Sustain Critical Production	Commercialize Research and Development Efforts	Scale Emerging Technologies

IBAS Resourcing Capabilities: Impactful Authorities

The Manufacturing Capability Expansion and Investment Prioritization (MCEIP) Directorate leverages presidential and congressionally-enacted programmatic authorities to reduce DIB supply and materiel shortfalls; address diminished surge capacity; mitigate supply chain vulnerabilities; and enable industrial capacity overmatch on our strategic opponents. Together, these authorities enable an integrated investment strategy that supports the DoW's strategic goal of a strong, resilient, responsive, and healthy domestic industrial base, improves the Department's force readiness posture, and enables it to respond at-will to current and emerging threats.

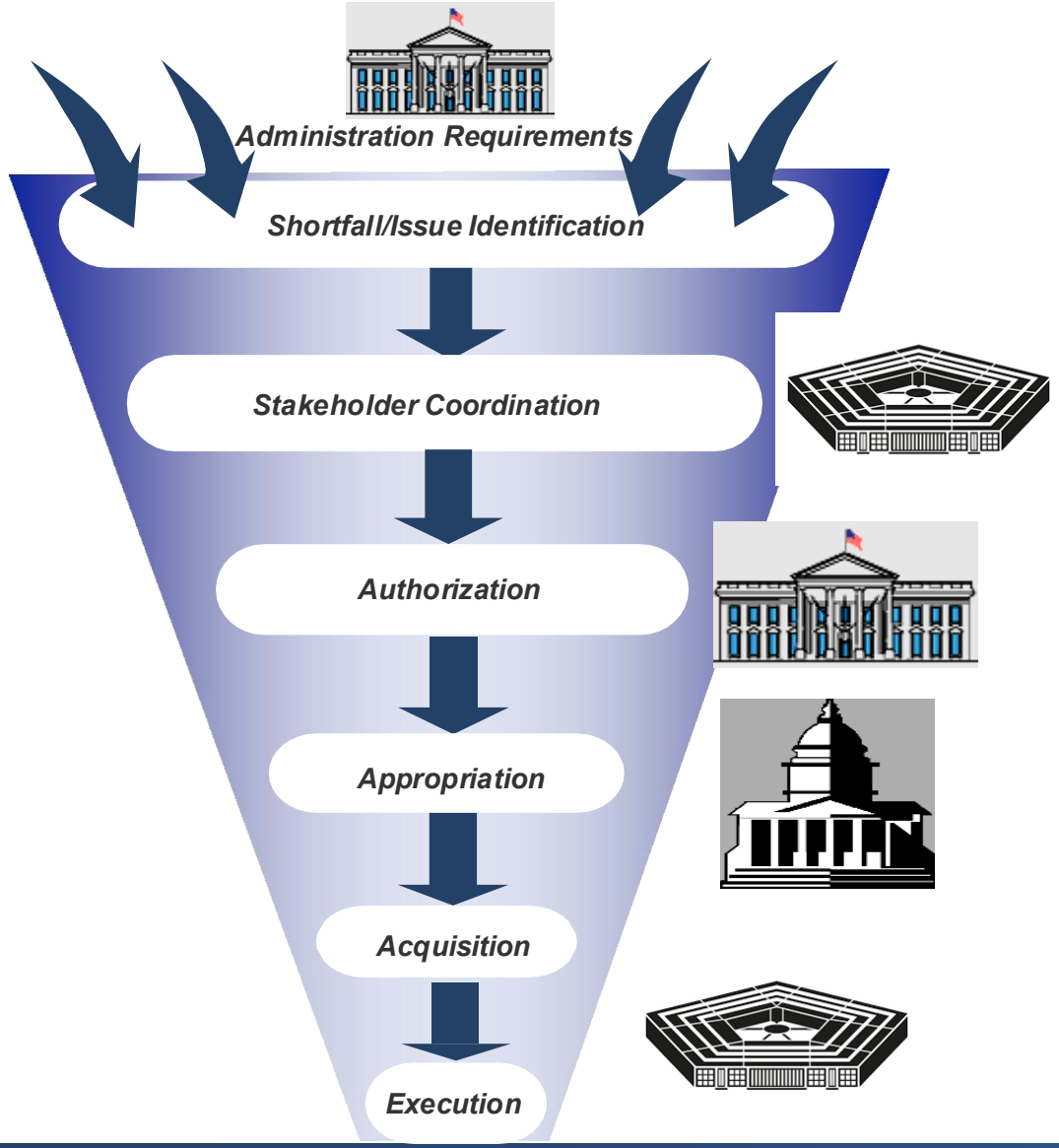
POTUS and SECWAR Priorities

Restore the Warrior Ethos	Rebuild Our Military	Reestablish Deterrence
Supply Lethality at Speed and Scale	Rapidly Field and Scale Emerging Technologies	Eliminate Adversarial Dependence
• Lowering barriers to entry for sub-tier suppliers and non-traditional defense contractors • Using Other Transaction Agreements (OTA) to **speed the contracting and award** process • Providing opportunities for new and previous suppliers to enter the DIB	• **Collaborating closely with** the Military Services and other Department stakeholders, **industry**, and academia to identify solutions that enhance force readiness • **Transitioning capability** enhancements and new production/manufacturing processes to increase technical overmatch	• **Working with Allies** and partners to secure our supply chains through agreements and investments • **On-shoring** new domestic production and manufacturing capabilities • Modernizing and **expanding the production** capacity and capabilities of existing domestic suppliers

DPA Title III Statutory Criteria

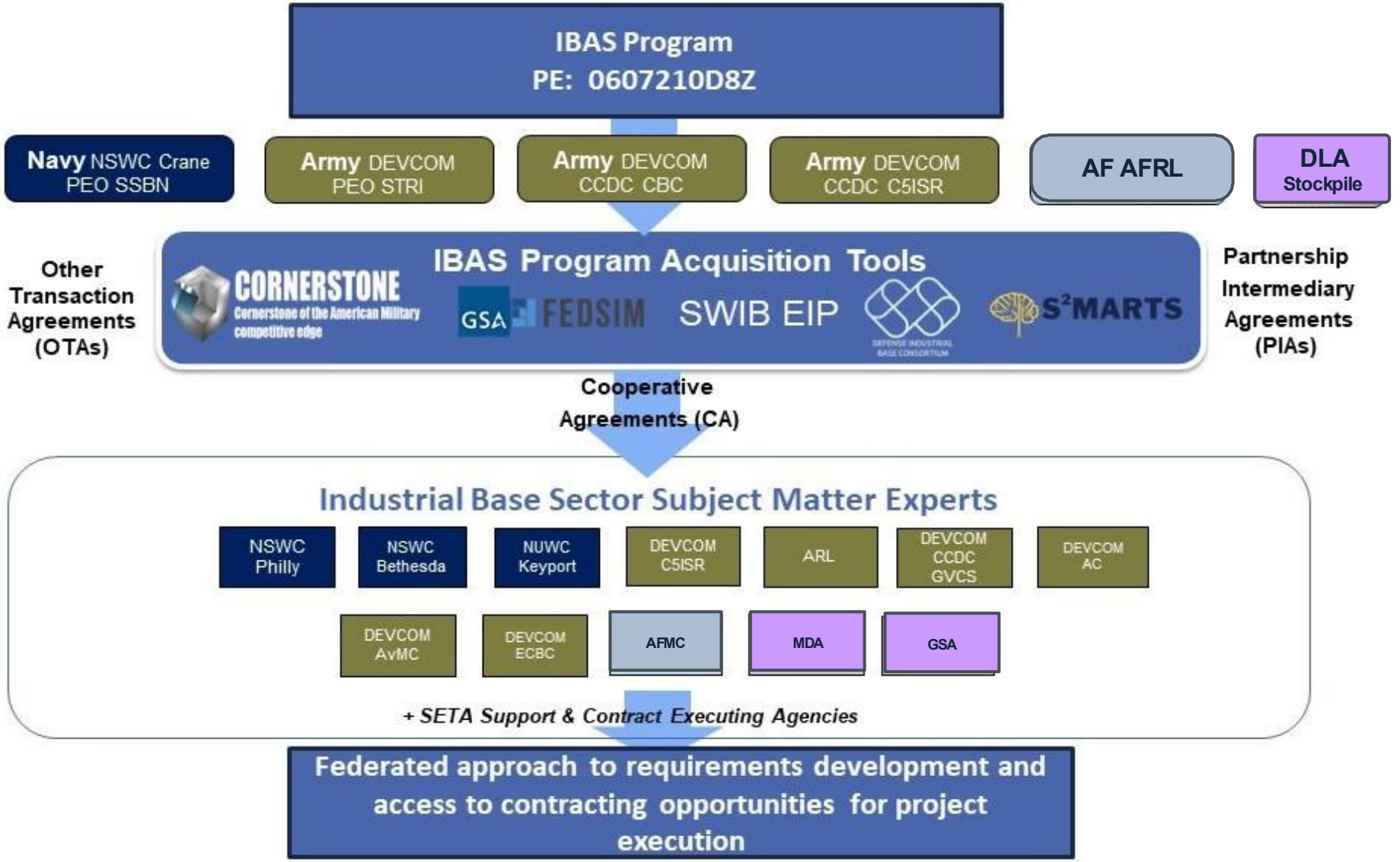
- **The execution of Section 303 (50 U.S.C. § 4533) authorities requires the President, on a non-delegable basis, to identify a domestic industrial base shortfall as meeting three specific criteria:**
  - The industrial resource, material, or critical technology item is essential to national defense
  - Without Presidential action, United States industry cannot reasonably be expected to provide the capability for the needed industrial resource, material, or critical technology item in a timely manner, and
  - Purchases, purchase commitments, or other DPA Title III actions are the most cost effective, expedient, and practical alternative method for meeting the need
- **Presidential Determinations (PDs) are:**
  - Non-expiring and able to be leveraged for different projects addressing the same shortfalls, and
  - Varying in breadth and scope depending upon the shortfall/challenge addressed
- **PDs are not:**
  - An appropriation or funding mechanism or
  - A mandate to address a specific shortfall or pursue a specific course of action
- **Under peacetime conditions, the DPA imposes constraints on the exercise of Section 303 authorities:**
  - All DPA Title III purchases require a PD
  - All DPA actions > 50M require congressional notification and a 30-day waiting period before the action can be taken, and
  - All DPA actions > 50M require congressional authorization
- **50 U.S.C. § 4533 currently allows for the waiver of statutory criteria in two specific instances:**
  - During a period of national emergency declared by the Congress or the President or
  - Upon a determination by the President, on a nondelegable basis, that action is necessary to avert an industrial resource or critical technology item shortfall that would severely impair national defense capability

DPA Title III Requirements Evaluation



- **Issue Identification:**
  - Industry – Defense Industrial Base Consortium Other Transaction Agreement (DIBC OTA): https://www.dibconsortium.org/otas/
  - Industry Mailbox: osd.mc-alex.osd.mbx.mceip-engagement@mail.mil
- **Stakeholders:**
  - Joint Staff, Military Services, and the Office of the Secretary of Defense
  - Industry
  - Interagency
- **Authorization and Appropriation:**
  - Presidential Determinations/Waivers to use DPA Title III authorities
  - Direct appropriations to the DPA Fund
- **Acquisition”**
  - Develop DoD requirements
  - Select acquisition/investment strategy

IBAS Program Acquisition Pathways



Keynote Remarks

Lieutenant General Christopher O. Mohan
Commanding General
US Army Materiel Command

DISC 2026
MARCH 18-19
CHAPEL HILL, NORTH CAROLINA

U.S. ARMY

Defense Industrial Sustainment for Combat Systems Summit

LTG Chris Mohan
Commanding General
U.S. Army Materiel Command

19 March 2026

U.S. ARMY


WARNING

U.S. ARMY

U.S. ARMY

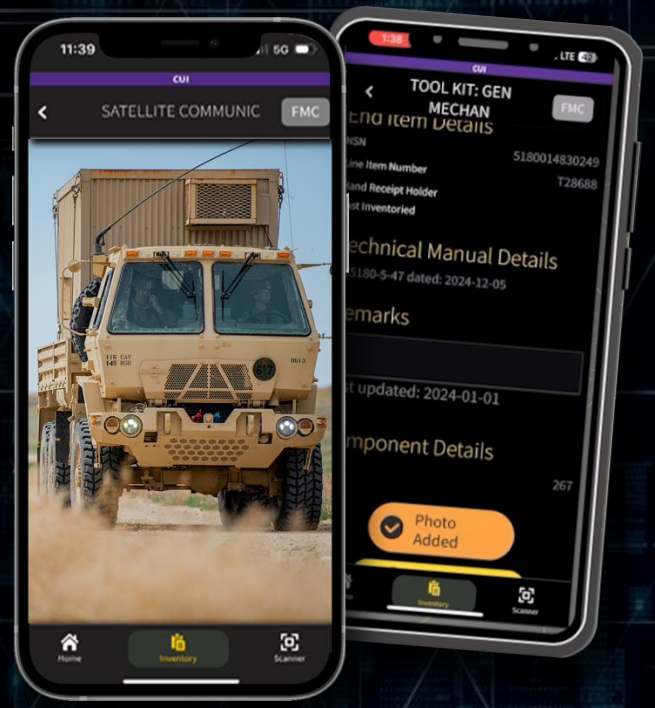
OPERATIONAL READINESS PROGRAM

U.S. ARMY

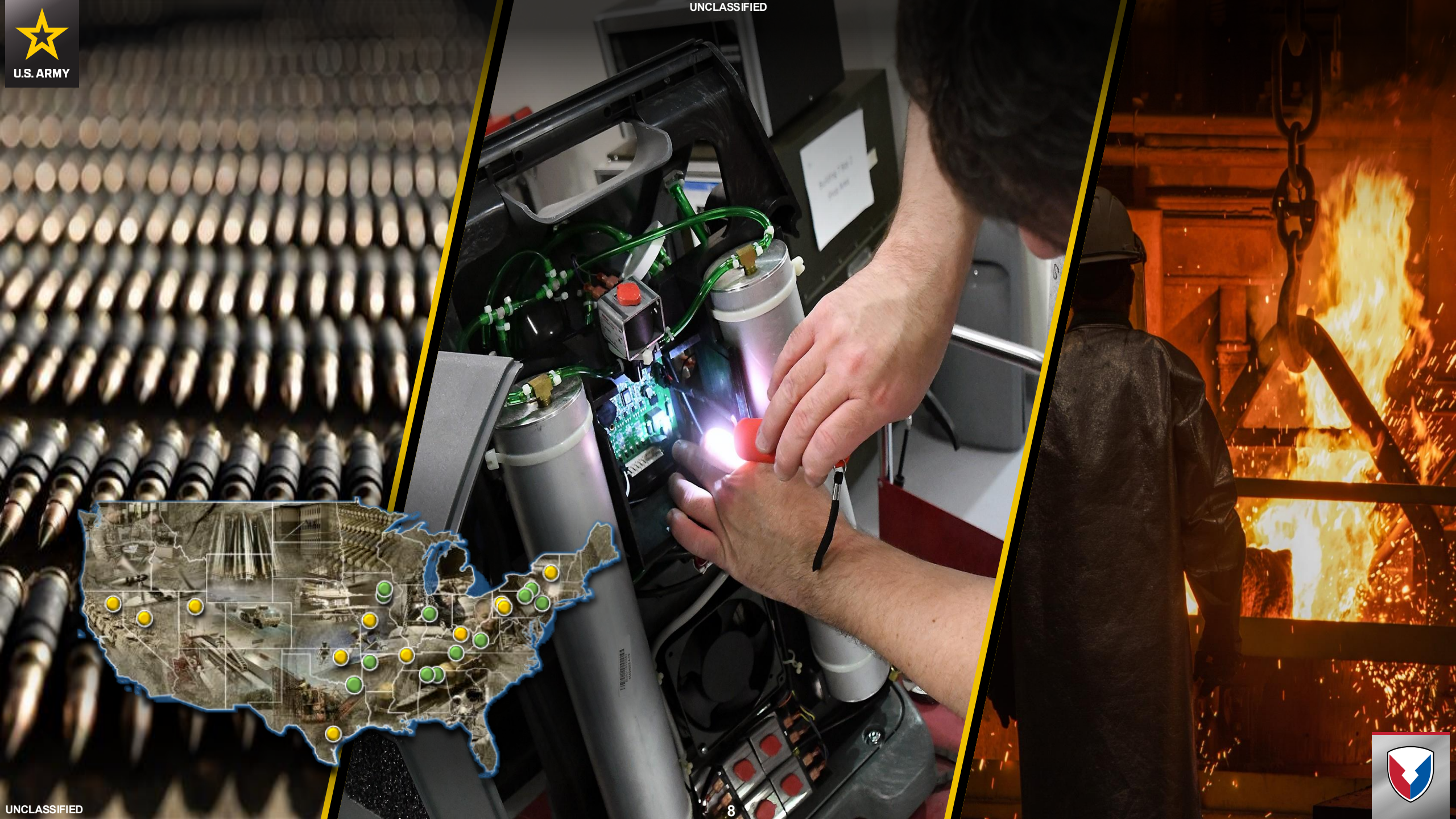
WS 360

Para|Line

Streamline Property Accountability



U.S. ARMY



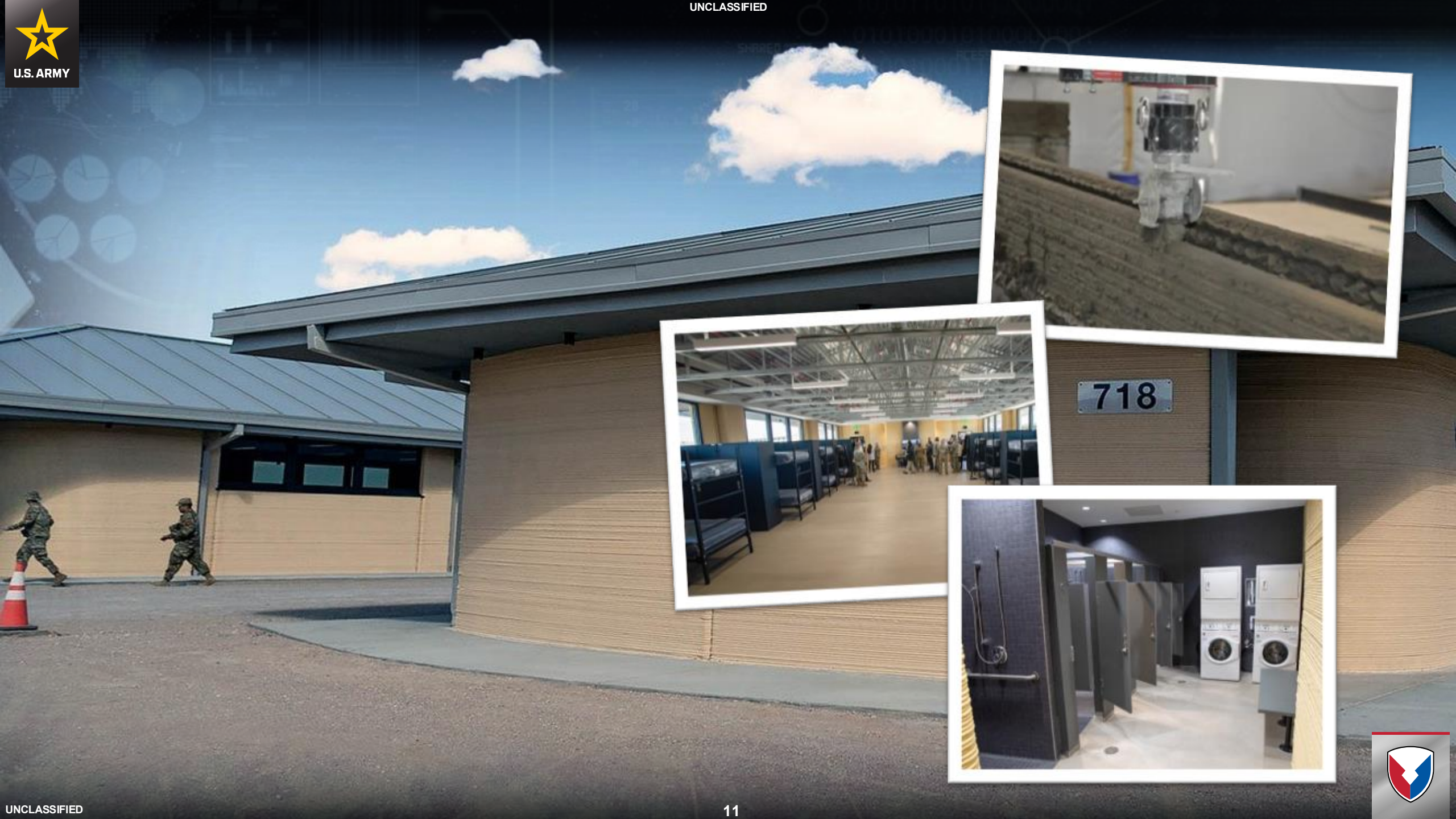
U.S. ARMY

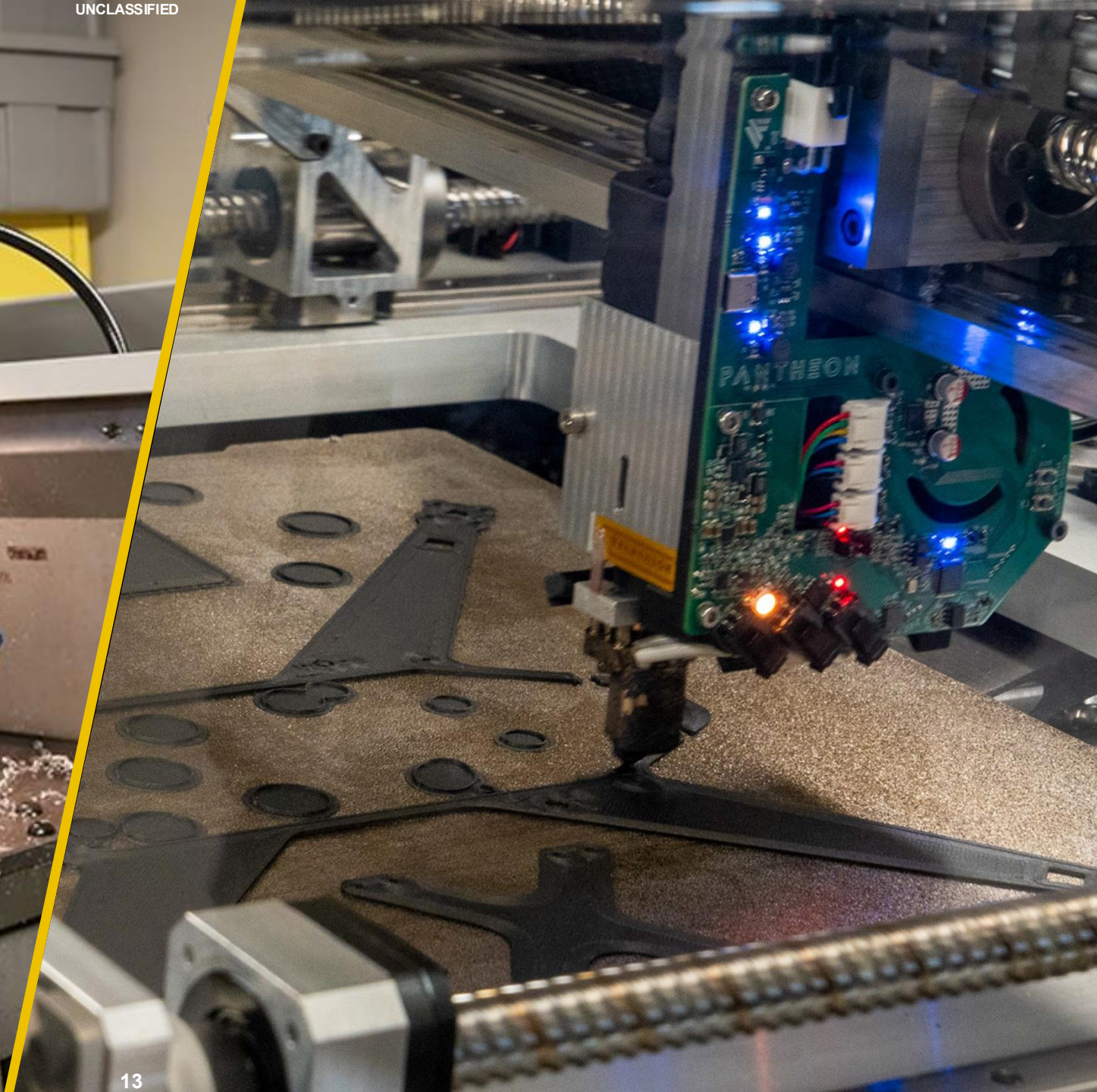
OUR HOME

OUR SOLDIERS

piccola italia

U.S. ARMY




PANTHEON

U.S. ARMY


Start Here
NGC2
U.S. ARMY
C2
4ID COP
Gaia
Lattice
War Room
Fires
AXS
TWB
Agentic Fires
Sustainment
Ark
TyrOS
AIAM
Operational Modeling
LG-RAID
AI
Sky Saber
Chariot
Developer
Training
Palantir Sup...
Console
More
Planning
Kairos
Odin
Onebrief
More
Tactical
PZOPS
EWB
COOPs
EWC2
Supported by ASWF
PCC6 115d : 14h : 24m : 15s
STEADFAST AND LOYAL
Search apps...
Submit a Help Ticket

U.S. ARMY


U.S. ARMY
BE ALL
YOU
CAN BE.
U.S. ARMY

U.S. ARMY

armymaterielcommand
company/u-s-army-materiel-command
@armymateriel
/photos/armymaterielcommand
/HQAMC

U.S. Army Materiel Command
4400 Martin Road
Redstone Arsenal, Alabama 35898

www.amc.army.mil

NEWS: www.army.mil/info/organization/unitsandcommands/commandstructure/AMC

Sustaining the Strength of the Nation!

ORGANIC INDUSTRIAL BASE

Special Presentation

Colonel Vadym Sukharevsky
Deputy Commander
Operational Command East
Armed Forces of Ukraine

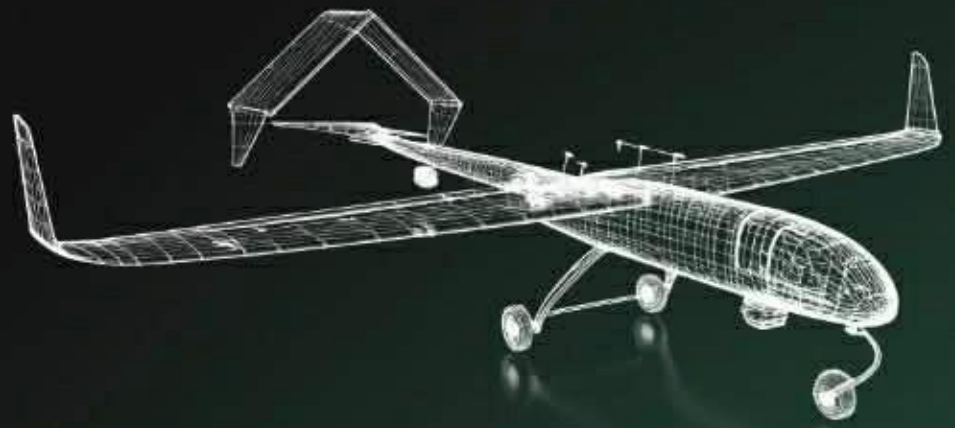
DISC 2026
MARCH 18-19
CHAPEL HILL, NORTH CAROLINA

Capability gaps overview (Unmanned systems in Armed Forces of Ukraine)

UNMANNED SYSTEMS FORCES COMMAND

On 18.09.2024 the Unmanned Systems Forces (USF) have been legitimized in Ukraine as a part of the Armed Forces of Ukraine.

The USF is the world's first dedicated military branch that employs unmanned aerial vehicles, ground-based robotic systems, marine and submarine UMS to carry out a variety of tasks.



Our response to the threat landscape with USF goals

Enhanced Mission Capabilities Across All Domains:
strengthening the defense forces' ability to perform missions in the air, on the ground, and at sea using UxS and robotic technologies.

Execution of Deep strike missions on Enemy-Controlled Territory:
employing UxS for precision deep strikes within enemy territories, in particular critical infrastructure.

Protection of Personnel and Citizens:
prioritizing the safety of military personnel and minimizing risks to the lives of Ukrainian citizens.

Increased Effectiveness Against Enemy Assets:
disrupting the enemy's logistical, energy infrastructure, military industry, and dual-purpose facilities.

Unified Policy and Management for UxS:
establishing technical standards, operational guidelines, and maintenance protocols for UxS deployment.

UNMANNED SYSTEMS' FORCES AS OF NOW

Combat units (4)

- 14th UAV regiment
- Separate US regiment
- Separate US brigade
- US assault brigade

Supply and support units (3)

- Separate Comms battalion
- Separate Support battalion
- Separate Logistics battalion

- Recruitment centers

Reconnaissance units (2)

- Separate Technical Intelligence company
- Separate Intelligence Center

Training units (1)

- 190 Training Center

LEVEL OF CONDUCTING OPERATIONS

COMMANDER-IN-CHIEF

- Deep Strike for gaining strategical advantage

OPERATIONAL GROUP (STRATEGIC OR TACTICAL)

- Reconnaissance or targeting for long-range missiles with fixed-wing UAVs
- Deployment of fixed-wing striking UAVs (40+ km)

BRIGADE

- Reconnaissance or targeting for artillery and MLRS with fixed-wing UAVs

BATTALION

- Deployment of multirotor striking UAVs (bombers) for destroying fortifications and vehicles

COMPANY

- Destroying enemy's various targets with FPV kamikaze drones

- Use of multirotor reconnaissance drones (Mavic) to provide situational awareness

---

PLATOON

- Destroying enemy's various targets with FPV kamikaze drones

- Use of multirotor reconnaissance drones (Mavic) to provide situational awareness and support defensive/offensive infantry actions

DEFINED CAPABILITIES OF UNITS OPERATING UNMANNED AERIAL SYSTEMS

- Ability to conduct reconnaissance
- Ability to strike enemy's targets
- Ability to destroy (intercept) enemy's UAVs (ISR+Strike)
- Ability to conduct logistic support of infantry units
- Ability to retransmit signals
- Ability to engage decoys in support of long range strike missions
- Ability to conduct mining/demining activity

PRIORITIZED CAPABILITIES TO BE DEVELOPED

1. Ability to strike enemy's targets by UAVs
2. Ability to conduct reconnaissance by UAVs
3. Ability to destroy (intercept) enemy's UAVs (ISR+Strike)

GENERAL OVERVIEW OF CURRENT STATUS

Sensor

0 KM	25 KM	50 KM	200 KM	more
Level 2 (Managed)	Level 2 (Managed) Lack of capacity	Level 1 (Initial)	Level 1 (Initial)	

Effector

0 KM	25 KM	50 KM	200 KM	more
Level 2 (Managed)	Level 2 (Managed) Lack of capacity	Level 1 (Initial)	Level 2 (Managed) Lack of capacity	

Current capabilities are insufficient due to:

1. Lack of available effectors
2. Lack of available sensors
3. Multi-functional platforms are not cost-effective
4. Absence of interoperability criteria

ABILITY TO STRIKE ENEMY'S TARGETS

Range from the FLOT	Challenge details	Suggested solution
up to 25 km	Shortage of suicide UAVs with EW resistance (e.g. last mile autonomous target locking). Shortage of bombers with combat radius of more than 15 km	1. Select existing UA developers for joint-production and scaling financed by partners side.
up to 50 km	Shortage of suicide UAVs (loitering munition type).	1. Off-shelf supply of loitering munition type UAVs from partners 2. Select existing UA developers for joint-production and scaling financed by partners side.
up to 200 km	Critical shortage of suicide drones	1. Off-shelf supply of loitering munition type UAVs from partners 2. Select existing UA developers for joint-production and scaling financed by partners side.
200+ km	Inefficiency of low-speed suicide drones Shortage of high-speed jet-powered suicide UAV	Inefficiency of low-speed suicide drones Shortage of high-speed jet-powered suicide UAV

ABILITY TO CONDUCT RECONNAISSANCE BY UAVS

Range from the FLOT	Challenge details	Suggested solution
up to 25 km	Shortage of UAV of DJI Mavic/Autel EVO type which have EW resistance solutions and are harsh weather resistant. (wind more than 10m/s and high humidity conditions). UA products in the filed are not mature enough.	1. Test in combat partners military grade multirotor recon UAVs to take decision on ramping up the supply. (Conduct an analysis of technological solutions to be requested from the partners). 2. Conduct a competition (field + battle tests) among UA developers to select UAVs for joint-production and scaling financed by partners side.
up to 50 km	Lack of systems which can operate in harsh weather conditions, in GPS denied environment and during nighttime.	1. Conduct a competition among developers for joint-production and scaling financed by partners side.
up to 200 km	Majority of UAVs are using ICE, thus their heat signatures are easily defined. Existing laser target designators aren't available to point targets further than 2 km	1. Co-develop solutions. 2. Find solutions for laser target-designator installation on existing UA/foreign platforms.
200+ km	Lack of UAVs in operation.	1. Off-shelf supply of foreign UAVs 2. Scaling up the production of UA manufacturers

ABILITY TO DESTROY (INTERCEPT) ENEMY'S UAVS (ISR+STRIKE)

Target type	Challenge details	Suggested solution
ISR UAVs	Lack of technologies enabling autonomous target striking Lack of solutions for identification friend or foe Shortage of radars for target identification	1. Conduct an analysis of technological solutions to be provided the partners. (e.g. Bring Anduril to combat test "Anvil" in Ukraine) 2. Conduct a competition to find target striking solutions and provide financing for the winners
Strike drones (Shahed type)	Lack of high speed vehicles (over 250 km/h) Lack of technologies enabling autonomous target striking	1. Conduct an analysis of technological solutions to be provided by the partners. (e.g. Bring Anduril to combat test "Roadrunner-M" in Ukraine).

VISION OF THE USF ON HOW TO DEVELOP UNMANNED CAPABILITIES

1. Bilateral support for the jointly selected solutions
2. Joint ventures on R&D stage (through innovation funds)
3. Mass off-shelf supply of existing solutions
4. Expertise (methodological support in capability evaluation/planning/programming process – permanent).
5. Transfer of certain technological solutions/ components (datalinks, LTD).

"There is only one thing worse than fighting with allies, and that is fighting without them"