



ACQUISITION & SUSTAINMENT

20 22

YEAR IN REVIEW

UNDER  
SECRETARY *of*  
DEFENSE





# CONTENTS

<b>Foreword</b>	<b>1</b>
<b>Our Focus</b>	<b>2</b>
A&S Mission	
Priorities	
<b>A&amp;S Highlights</b>	<b>4</b>
Acquisition	5
Sustainment	7
Energy, Installations, and Environment	9
Nuclear, Chemical, and Biological Defense Programs	11
Industrial Base Policy	13
Business Operations	15
Commander's Action Group	17
<b>In the News</b>	<b>19</b>



*To shape this decisive decade, we're driving hard to further strengthen America's deterrence. We're going to do this the American way—by drawing on the full force of American innovation and American industry to ensure that we get our warfighters what they need before they need it.*

**LLOYD J. AUSTIN III**

*Secretary of Defense*





Delivering and sustaining capabilities to our Warfighters, allies, and partners quickly and at scale has never been more important than it is today. From the unprecedented multinational effort to provide security assistance to Ukraine, to the ongoing global impacts of the COVID-19 pandemic, the past year demonstrated the tireless resolve and adaptability of the entire A&S team in ensuring our economic and national security.

The realization of a new, unified National Defense Strategy (NDS) provided the foundation for viewing our shared challenges and strengths through a collective lens. For the first time, the NDS was developed in conjunction with the Nuclear Posture and Missile Defense Reviews, allowing us to more closely link strategy to resources, and ensuring the entire Department is moving together toward our shared goals.

We are collectively advancing the Department's priorities through three primary ways:

1

**Integrated Deterrence**

2

**Campaigning**

3

**Building Enduring Advantages**

In A&S, that means delivering integrated capabilities at speed and scale, protecting and sustaining the force, and fostering a resilient and robust industrial base. Since being confirmed as Under Secretary in April, A&S has built upon key focus areas to directly link our efforts and resources to the most pressing national security objectives.

This is the roadmap for how we will deliver the tools and systems our Warfighters need to pace the threat, how we will project forces globally in a sustainable way, and how we will integrate and strengthen our defense industrial base within the broader U.S. economy.

As we look back on all that A&S accomplished in 2022, we must also continue looking forward. U.S. competitiveness—and that of our allies and partners around the world—will depend on our ability to out-innovate and out-deliver the adversary. In 2023, A&S will remain at the forefront of turning discussion into action and linking together the right mix of technology, operational concepts, and capabilities to defend the homeland, deter strategic attacks and aggression, and build a resilient joint force and defense ecosystem.

Capturing an annual chronology of significant milestones and events at the Under Secretariat level is critical for providing a comprehensive view of the Department's activities. It is our hope that continuing this historical record will enable us to measure progress over time and demonstrate how our actions are advancing national security.

**Dr. William A. LaPlante**

Under Secretary of Defense for Acquisition and Sustainment





## A&S MISSION

Enable the delivery and sustainment of secure, resilient, and preeminent capabilities to the Warfighter and international partners quickly and cost effectively.

*In support of the National Defense Strategy, we are focusing our efforts and resources on three cross-cutting priorities.*



*The Defense Department unveiled its newest bomber aircraft, the B-21 Raider, on December 2, 2022 in Palmdale, California. As the first strategic bomber in more than three decades, the Air Force's B-21 will serve as the backbone of America's bomber force.*

# PRIORITIES

## Deliver Integrated Capabilities at Speed and Scale



Deliver high warfighting value from our developing and fielded weapons systems. Provide warfighters multiple ways to win the high-end fight. Discovery, prototyping, and experimentation are necessary but not sufficient—we must also produce and field capabilities at scale. Be mindful of blue and red mission threads and kill chains, and do all of this with our allies and partners.

## Protect and Sustain the Force



Drive efficiencies and cost reductions to project and sustain forces globally, including by relying on and expanding partnerships. Focus on enabling quick deployment to new, often denied areas over great distance. This global footprint requires installations and infrastructure to be resilient to adversary attacks, adverse weather and energy, and unstable supply. Forces must continue operations by defending against modern biological and chemical threats.

## Foster a Resilient and Robust Industrial Base

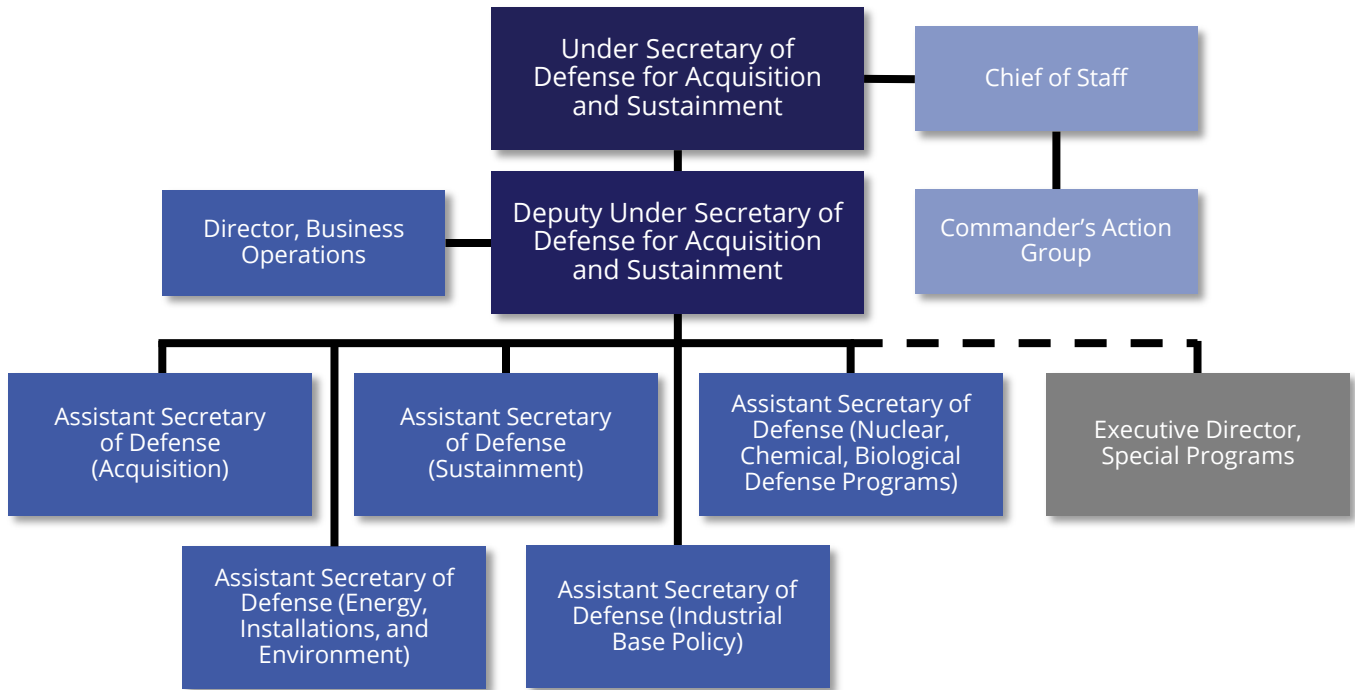


Build and maintain a robust national security industrial base and supply chain. Link our defense and organic industrial bases to the broader economic and innovation ecosystems in the United States, and those of allies and partners. Improve and modernize production capabilities and depth for relevant American industry. Partner with the private sector, and state and local governments to boost domestic capability. Invest in a first-class future workforce through talent management, education, training, and employment.





# A&S HIGHLIGHTS



The administration transition and arrival of politically appointed leadership continued throughout 2022. The Honorable Andrew Hunter was confirmed as Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics on February 2nd, and immediately began performing the duties of Under Secretary of Defense for Acquisition and Sustainment pending a permanent appointee.

Dr. William A. LaPlante was confirmed as Under Secretary by voice vote on April 7th, before being sworn into office by the Secretary of Defense on April 19th. The Honorable Christopher Lowman was also confirmed as Assistant Secretary of Defense for Sustainment on May 18th. At the end of 2022, Senate-confirmed leadership vacancies remain for the Deputy Under Secretary and Assistant Secretaries for Acquisition; Industrial Base Policy (IBP); and Energy, Installations, and Environment (EI&E).

After officially standing up the IBP office in late 2021, this year, A&S formally established the EI&E organization as directed by the National Defense Authorization Act (NDAA) for Fiscal

Year 2021 (FY2021). Ensuring the organization is optimized to meet the challenges of a rapidly evolving security environment, these new offices are advancing A&S priorities, including increased emphasis on climate justice and building a 21st century industrial base.

The IBP office also subsumed the former International Cooperation organization to better align the Department's priorities for industry and international engagement.



*Dr. William A. LaPlante is sworn in as Under Secretary of Defense for Acquisition and Sustainment on April 19, 2022.*



## Office of the Assistant Secretary Defense Acquisition University Defense Contract Management Agency

### Delivering Security Assistance to Ukraine

To meet Ukrainian, Allied and partner, and U.S. requirements over the long-term, ASD(A)—in conjunction with ASD(IBP)—rapidly delivered vital defense capabilities to Ukraine, executing dozens of Presidential Drawdown Authority (PDA) and Ukraine Security Assistance Initiative (USAI) packages while also bolstering the industrial base to increase production of critical munitions and equipment.

Since Russia's unprovoked and unlawful invasion of Ukraine in February 2022, A&S helped award over \$4B in contracts and announced more than double this amount in additional commitments. By applying lessons learned from the COVID-19 pandemic, contracts that used to take months were awarded in a matter of weeks. ASD(A) also worked with Congress and the Office of Management and Budget (OMB) to advocate for multi-year procurement (MYP) authority, which will allow manufacturers to better plan production and invest in munitions factories and workforces. These efforts resulted in the inclusion of MYPs in the FY2023 NDAA.

Under the Ukraine Defense Contact Group (UDCG), A&S likewise convened National Armaments Directors to identify solutions in key focus areas, forming international working groups in each: ground-based long-range fires, integrated air defense, air-to-ground missiles and munitions, and sustainment actions.

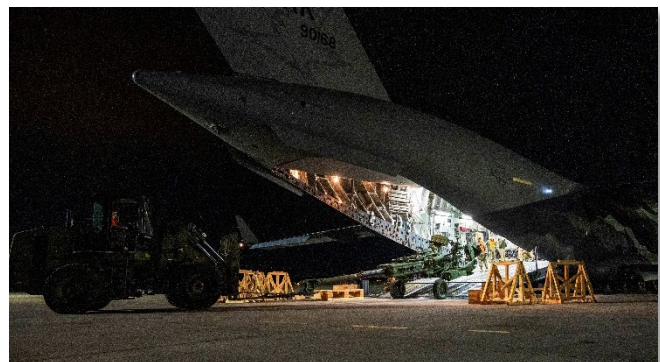
### Advancing Capability Portfolio Management

Since establishing Integrated Acquisition Portfolio Reviews (IAPRs), the forum is enabling leaders to consider capital investments differently. Underpinned by threat-informed mission engineering, 11 IAPRs have been executed to date with 18 scheduled for 2023. IAPRs provide a dedicated team focused on joint acquisition challenges and an action arm to resolve these issues through requirements;

Planning, Programming, Budgeting, and Execution (PPBE); and/or the Defense Acquisition System (DAS) processes. These reviews also further reinforced the need for acquisition integration and interoperability across DoD, a focus for A&S in the coming year. In partnership with the Chief Data and Artificial Intelligence Officer, OUSD(R&E), the Joint Staff, and U.S. Indo-Pacific Command, ASD(A) is establishing a forum to identify and plan joint capabilities and mission opportunities. The updated DoD Directive for Capability Portfolio Management is now in formal coordination for anticipated publication in 2023.

### Competitive Advantage Pathfinders (CAPs)

This year, the Acquisition team established CAPs to illuminate disconnects among the three legs of enterprise acquisition: requirements (Joint Capabilities Integration and Development System), resourcing (PPBE), and program management (DAS). Aimed at driving scalable reforms and improving the transition of emerging technology to capability at scale, the Department's first CAPs sprint resulted in six pathfinder programs across the Services in three priority mission areas: long-range fires; counter-command, control, communications, computers, cyber, intelligence, surveillance, reconnaissance, and targeting; and Joint All-Domain Command and Control. These pathfinders are now executing to deliver capability within two years and collectively accelerate programs by an average of two to four years. Candidate programs for the second CAPs tranche will kick-off in early 2023.

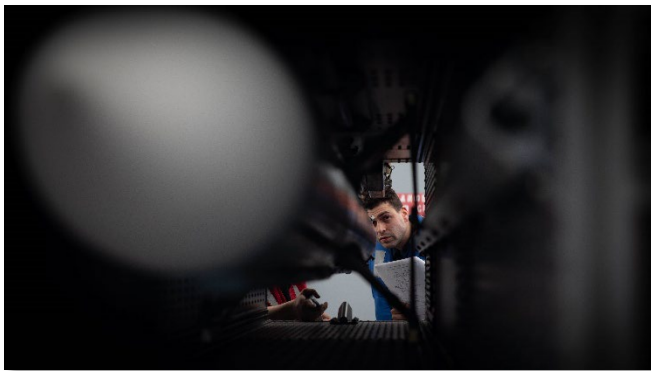


*Air Force and Army personnel offload a 155mm towed M777 howitzer from a C-17 Globemaster III in Eastern Europe, May 2, 2022.*

## Rapid Acquisition for Urgent Requirements

After the final meeting of the Warfighter Senior Integration Group (W-SIG) Afghanistan in December 2021, the Joint Rapid Acquisition Cell facilitated the creation of the SIG-Ukraine in May to rapidly address critical decisions on munitions, training, weapons support, and long-term planning for Ukraine's future force structure. The forum synchronizes security assistance efforts across the Department, including accelerating production of existing capabilities and exploring options for new systems to meet Ukraine's immediate needs.

In December, the Defense Assisted Acquisition Cell (DA2) oversaw the final award of DoD's support to the interagency for COVID-19 acquisition assistance, culminating in nearly \$87 billion in contracts and agreements for health and medical resources and countermeasures since 2020. DA2 will continue to work with interagency partners in 2023 to transition enduring efforts to the Department of Health and Human Services and the United States Agency for International Development for long-term contract management.



*A RIM-7 missile is loaded into a NATO Sea Sparrow Surface Missile System aboard the USS Bataan in the Atlantic Ocean.*

## Transforming the Acquisition Workforce

The "Back-to-Basics" initiative was critical to modernizing acquisition training, including redesigning DAU's curriculum. During this initial phase, A&S streamlined certification requirements to create time and space for individuals, supervisors, and organizations to pursue job- and role-based training to better meet workforce needs. DAU, the Services, and Components are now working to build a culture of self-directed learning. In 2022, DAU modernized 125 of its learning assets, to

include courses, credentials, and its webinar program. For example, DAU launched a new online contracting course focused on inflation and proper use of economic price adjustments. Through DAU, A&S continues identifying and scaling new opportunities for professional development, including growing participation in the Public Private Talent Exchange. Efforts to increase workforce diversity through the Defense College Acquisition Internship Program are likewise proving successful—nearly 20 percent of applicants for the 2023 program originated from Historically Black Colleges and Universities or Hispanic-Serving Institutions. DAU also led the advance planning for the Defense Civilian Training Corps—an ROTC-like program to prepare students for public service in DoD—with the goal of implementing one unit in FY2024 and further expanding in FY2025.

## Contract Administration

In 2022, the Defense Contract Management Agency (DCMA) delivered more than 440 million items worth \$96.2 billion to DoD, other federal organizations, and international partners. In addition to delivering thousands of combat vehicles, missiles, systems, and equipment, the agency performed 10,962 flight hours over 6,607 flights in the test, acceptance, and delivery of 914 mission-capable aircraft on behalf of the Department and partner nations. Among these were 24 F-15s delivered to Qatar and immediately put into service providing airspace security for the World Cup.

DCMA currently manages more than 231,000 contracts with a total value of \$3.5 trillion, and services 6,179 contractor locations worldwide. This year, the agency provided significant support to A&S' industrial base cybersecurity efforts, increased buying commands' understanding and access to supplier risk data, and continued to assist in the pandemic response through on-site quality inspection for over 250 million commercial COVID-19 test kits. Ultimately, DCMA's functional specialists delivered products, multiplied the Services' contracting capability in support of the National Defense Strategy, all while saving, recovering, or cost avoiding nearly \$6 billion through commercial price determinations, litigation, fraud recoveries, and other efforts.





## Office of the Assistant Secretary *Defense Logistics Agency* *Defense Microelectronics Activity*

### **Security Assistance to Ukraine and EUCOM**

Under the UDCG National Armaments Directors forum, ASD(S) built a cohesive, action-oriented working group of 21 nations to focus on sustainment challenges during enduring combat operations in Ukraine. The team created a comprehensive Common Operating Picture of real-time maintenance, repair, and overhaul capability and capacity in neighboring countries to expedite time-sensitive repair and regeneration of critical weapon systems in forward locations. Maturing relationships across the Joint and Combined Logistics Enterprise also yielded immediate growth in organic, near-border tele-maintenance and parts distribution to support 51 unique variants across 32 major weapon platforms in forward locations. In 2023, ASD(S) will continue to support a whole-of-government approach with allies and partners to ensure execution of a Long-Term Sustainment Framework for Ukraine and lasting integrated deterrence in theater.

The Defense Logistics Agency (DLA) also supported forward forces in U.S. European Command (EUCOM) with over \$2.1B in supplies, a 47% increase from 2021. This included \$47M in clothing and textile items; \$656M for bulk fuel products; \$377M for medicine and medical supplies; \$274M for construction materials and equipment; \$333M for food; and \$440M for repair parts. The agency also deployed 50 personnel to the area supporting 19 rotational positions, and remained integrated with OSD and the Joint Staff on future force and theater requirement planning.

### **Munitions Readiness Initiative**

One area of particular importance in providing security assistance to Ukraine was near real-time global visibility of DoD's munitions stocks. ASD(S) met this challenge using the Munitions Readiness Initiative (MRI), integrating the Services' separate, authoritative munitions data

onto one platform in ADVANA to provide the joint inventory, health, and readiness of the Department's critical munitions. Through routine and ad hoc reporting, the MRI enabled leaders across DoD to quickly assess availability and readiness impacts of providing specific munitions to Ukraine under PDA. Additionally, ASD(S) partnered with ASD(IBP) in executing Munitions Industrial Base Deep Dives to scope future requirements by including supply chain mapping and industrial base analytical capabilities in future developments of MRI.

### **Business Health Metrics and the IAPR**

ASD(S) continued assessing the performance of our organic industrial base (OIB) using sustainment business health metrics A&S built within ADVANA. Within the Logistics and Mission Support Focus Area, the team completed 10 of the 30 Tier 3 metrics that focus on supply chain operations, industrial base, installations, and energy and environment issues, while significantly improving data connections and automation.

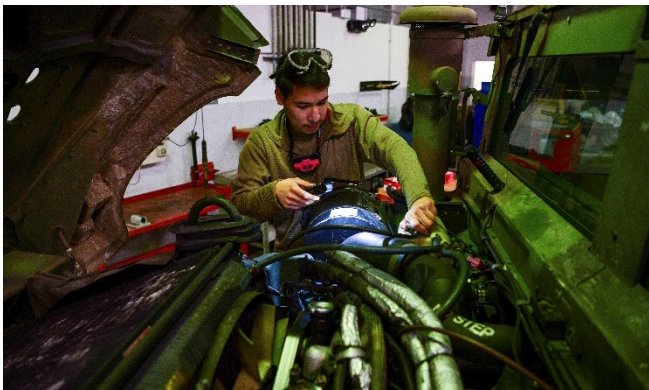
The Sustainment team also established a Focused Sustainment IAPR, which is designed to assess fielded weapon systems that "fight tonight" and target investments to meet their most pressing sustainment challenges. Using the same taxonomy and lexicon as acquisition programs, ASD(S) established a framework to analyze fielded weapon system sustainment data on availability, reliability, maintenance, and costs and identify key sustainment drivers, degraders, strategy issues, and proposed resolutions to improve performance and inform resource decisions in the PPBE process.

### **Updates to Product Support Policy**

A&S continues emphasizing a life cycle management perspective across Service portfolios and program management offices. In addition to publishing an updated Product Support Manager Guidebook, ASD(S) released new Life Cycle Sustainment Plan (LCSP) Outline guidance to effectively and affordably meet sustainment planning requirements during weapon system development. In partnership

with DAU, A&S published multiple LCSP articles and conducted a webinar with nearly 600 acquisition and logistics professionals, emphasizing product support enablers to increase system availability while reducing operating and support costs.

ASD(S) also hosted the first Product Support Manager (PSM) Workshop since 2020, which featured numerous speakers addressing challenges affecting the PSM ecosystem. In addition to outlining product support policy updates, the workshop recognized key 2022 accomplishments: the new certification requirements for the life cycle logistics (LCL) workforce; 15 available LCL credentials, including the recently-deployed Product Support Arrangements, Product Support Infrastructure, and Packaging, Handling, Storage, and Transportation credentials; and launching of the Mentoring Moments Series.



*An Airman inspects a Humvee engine at Aviano Air Base, Italy.*

## Supply Chain Risk Management

A&S completed the first phase of establishing a common DoD Supply Chain Risk Management (SCRM) framework that will enable a persistent, holistic, and comprehensive enterprise-wide approach for the Department. This work incorporated risks such as supply chain disruptions, counterfeiting, obsolescence, cyber vulnerabilities, financial distress, and sourcing of critical technologies. Under phase one, ASD(S) published a draft taxonomy of 12 risk and 124 sub-risk categories that will enable Components to share risk information using a common lexicon. The team also conducted eight workshops on different functional and operational SCRM aspects to document key roles, responsibilities, and processes while identifying gaps and opportunities.

## Warehouse Management Modernization

DLA launched the Warehouse Management System (WMS), a major technical refresh initiative enabling modern business processes for DLA Distribution and Disposition Services. WMS replaces the legacy Distribution Standard System developed in the early 1990s and provides the foundation to implement modern warehouse solutions, including automated storage and retrieval, robotic arm picking, autonomous guided vehicles, augmented reality, and voice pick technology. WMS underpins the DLA Enterprise Resource Planning to the Cloud effort as part of its overarching IT modernization efforts. DLA conducted its first go-live event on August 30th at DLA Distribution Corpus Christi, Texas, followed by deployments at Distribution Whitehall and Litigation, Ohio, and Distribution Puget Sound, Washington. The agency expects to execute 99 deployments at 123 sites worldwide over the next three years.



*A SpaceX Falcon 9 carrying NASA's first planetary defense test mission, the DART, launches from Vandenberg Space Force Base, California.*

## Radiation Testing for NASA Space Missions

At the request of NASA, the Defense Microelectronics Activity (DMEA) performed Total Ionizing Dose (TID) testing on Field-Programmable Gate Arrays (FPGAs) used in the Double Asteroid Redirection Test (DART) mission and the Transiting Exoplanet Survey Satellite (TESS). DMEA conducted TID testing to qualify commercial microelectronics used for navigation, image processing, communications, propulsion systems, and data handling, ensuring they could perform reliably in outer space. The resulting NASA DART mission successfully altered the asteroid's trajectory, preventing impact to Earth.



## Office of the Assistant Secretary *Office of Local Defense Community Cooperation*

### **Climate Adaptation Plan Progress Report**

DoD released its 2022 Climate Adaptation Plan Progress Report, which emphasizes efforts to meet warfighting needs under increasingly extreme environmental conditions, and to increasingly integrate climate requirements into operations, planning, business, and decision-making processes. ASD(EI&E) began developing a comprehensive greenhouse gas emissions reduction plan, which will be released in FY2023. USD(A&S) is also developing an integrated installation resilience policy that will increase DoD's resilience to a range of other kinetic and cyber threats, further enhancing joint power projection and sustainment.

### **Red Hill Senior Steering Group (RH SSG)**

In response to a November 2021 fuel leak at the Red Hill Bulk Fuel Storage Facility (RHBFSF) in Hawaii, Secretary Austin established the RH SSG to provide a whole-of-DoD approach for addressing the water supply contamination. Chaired by the USD(A&S), the RH SSG orchestrated DoD's response to a May 2022 emergency order calling for the defueling of RHBFSF and its subsequent closure. After submitting DoD's required defueling and closure plans to regulators and Congress, the group was instrumental in establishing the Joint Task Force Red Hill (JTF-RH) to oversee execution activities. JTF-RH successfully removed approximately one million gallons of fuel from RHBFSF distribution lines so that needed repairs can occur in order to commence defueling activities. A&S continues to lead engagements on progress and funding, and Congress has signaled its appreciation for the integration and single voice DoD has exhibited since the fuel leak—garnering a return of confidence that eroded in the initial aftermath.

### **Naming Commission Working Group**

The Real Property team swiftly took lead on implementing 32 recommendations from the

Congressionally-mandated Naming Commission that evaluated removing any connection to, or commemoration of, the Confederate States of America or any person who served voluntarily with the Confederate States of America from our military bases. Within days of receiving Secretary Austin's direction, the team formulated a plan to meet tight timelines for gaining approval on the Commission's recommendations and organized stakeholders to carry them out. Under Real Property's stewardship, the established Working Group developed the implementation strategy that will ensure recommendations are complete by the congressional deadline of January 1, 2024.

### **Readiness and Environmental Protection Integration Program (REPI)**

In 2022, the Real Property team surpassed 1 million acres of permanent land protection and distributed record funding to more than 60 projects at installations and ranges across the country through the REPI Program. Working alongside the Services and government and non-government partners, the program contributed over \$132 million to projects that limit land development pressures, enhance installation resilience, and relieve current or anticipated environmental restrictions on military testing, training, or operations. In alignment with NDS priorities, the team distributed over \$20 million to projects at eight installations across the Indo-Pacific region to protect cultural, natural, and land resources that preserve mission capabilities. To meet the goals of the DoD Climate Adaptation Plan, the Program continued expanding partnering efforts with the National Fish and Wildlife Foundation, contributing \$15 million to seven projects in the National Coastal Resilience Fund and \$1.5 million to two projects in support of the Administration's America the Beautiful Challenge. In addition, the Sentinel Landscapes Partnership (DoD, Agriculture, and Interior) designated three new sentinel landscapes this year. To date, partners have permanently conserved over 609,000 acres around DoD installations and enrolled 3 million acres in technical assistance programs to enhance sustainable land management practices.



## **Per- and Polyfluoroalkyl Substances (PFAS)**

DoD continues addressing its PFAS releases under the Comprehensive Environmental Response Compensation and Liability Act (CERCLA), the federal cleanup law, and is performing Preliminary Assessments/Site Inspections at 705 installations where DoD may have used or released PFAS. Of those, over half were completed by the end of FY2022. The Department is also addressing off-base drinking water with PFAS-related chemicals from DoD activities above 70 parts per trillion at 53 installations. DoD obligated \$2.0B through FY2022 to conduct PFAS-related drinking water mitigation, investigations, and cleanup on its installations and in nearby communities.

## **DoD Climate Assessment Tool**

The Environment and Energy Resilience (E&ER) Team strengthened the DoD Climate Assessment Tool (DCAT) by expanding screening-level climate exposure application to all major U.S. domestic installations and related sites to support comprehensive installation resilience planning. The locations within the tool increased from 157 to 1,932 in the Continental U.S., Alaska and Hawai'i during FY2022. DCAT is also being updated to include all major international installations and related sites. E&ER completed approximately 81 percent of this target and is on track to reach 100 percent of all major installations in FY2023.

## **Child Safety Hazards in Family Housing**

This year, the Housing team ensured expedited solicitation and July 2022 contract award for a congressionally-mandated independent assessment of child safety hazards in DoD family housing, as well as rapid Chief Housing Officer certification that the assessment was on schedule to meet the timeline required by the FY2022 NDAA. The fast-track award and certification to Congress were critical to lift a congressional limitation on the use of FY2022 EI&E funding, allowing USD(A&S) to obligate the impacted funds before they expired.

## **Building Decarbonization**

The Construction team hosted a series of workshops to address DoD building decarbonization goals and techniques in support of E.O. 14057, "Catalyzing Clean Energy

Industries and Jobs Through Federal Sustainability." The series helped attendees discover major "intervention points" to decarbonize new and existing buildings, and were well attended by key stakeholders in OSD, the Services, and White House Council on Environmental Quality. The team further accelerated decarbonization by working with CAPE to establish funding beginning in FY2024 for Military Departments to perform existing building decarbonization assessments as well as net zero greenhouse gas new construction projects to meet mission resilience and executive order requirements. The Deputy's Climate Working Group also established a line of effort to track 2023 building sustainability actions in support of the Administration's goals.

## **Special Measures Agreement with Japan**

The Construction team also played a key role on the DoD/Department of State team that negotiated a new five-year (2022-2026) host nation support agreement with Japan. Under the new agreement, Japan pays various costs of maintaining U.S. forces in Japan, to include contributions toward the construction of required facilities. Construction program improvements bilaterally agreed to during the negotiations covered the selection of projects, issues related to project design, bilateral coordination on project selection and execution, and budgeting.

## **Supporting Defense Communities**

The Office of Local Defense Community Cooperation (OLDCC) awarded \$120 million under the Defense Community Infrastructure Pilot Program (DCIP) and Defense Manufacturing Community Support Program (DMCSP). DCIP awardees will be focusing on areas of military value and installation resilience; DMCSP awardees will be focusing on shipbuilding, casting and forging, energy storage, microelectronics, and critical minerals.

OLDCC also published the FY2021 DoD Defense Spending by State Report in October. Intended to help communities better understand defense personnel and contracting in their localities, the annual report helps State and local leaders assess a region's dependence on defense spending and target assistance to support stronger communities and companies.

## Office of the Assistant Secretary *Defense Threat Reduction Agency*

### Chemical Demilitarization

The Chemical Demilitarization Program (CDP) continued to make progress toward meeting the Chemical Weapons Convention (CWC) deadline for destruction of the remaining U.S. stockpiles by September 30, 2023, and not later than the congressionally mandated deadline of December 31, 2023. Efforts this year at Pueblo, Colorado and Richmond, Kentucky resulted in 99 percent destruction of the entire declared U.S. chemical weapons stockpile.

Destruction of the last nerve agent-filled munitions in the United States, GB (Sarin)-filled M55 rockets, began at the Blue Grass Chemical Agent-Destruction Pilot Plant on July 6, 2022. As of December 30th, the Assembled Chemical Weapons Alternatives program had destroyed more than 87 percent of the declared chemical agent remaining at Colorado and Kentucky.



*Blue Grass operators place the first M55 rocket containing GB nerve agent on a conveyor to begin the destruction process.*

### Nuclear Planning

Building on the outcomes of the Nuclear Posture Review, DoD, in cooperation with the Department of Energy, continued developing and documenting a new strategy for the U.S. nuclear weapons stockpile and its supporting infrastructure through A&S' leadership of the Nuclear Weapons Council. This plan will maximize attainment of military requirements; create a flexible, balanced stockpile; and result in a nuclear weapons production infrastructure

capable of responding to emerging threats.

Additionally, NATO is undertaking a nuclear weapon and aircraft transition. This key effort ensures that NATO capabilities provide the support to NATO's overall deterrence and defense posture. This year, the NATO High Level Group conducted assessments of sites undergoing infrastructure upgrades due to the aircraft and weapon transition. The group is coordinating with partner stakeholders to ensure the sites are maintaining the highest standards in nuclear surety during upgrades.

Finally, 2022 included the kickoff of an independent review of the safety, security, and reliability of U.S. nuclear weapons systems. This study will serve as a significant effort to assess and document the enterprise's resilience and opportunities to minimize risks of unauthorized or inadvertent use, prevent the denial of unauthorized use, and ensure the authorized use of nuclear weapons.

### Biodefense Posture Review

In partnership with the Assistant Secretary of Defense for Space Policy, NCB co-led the inaugural Department of Defense Biodefense Posture Review (BPR). The BPR supports Secretary of Defense guidance that DoD must prepare to operate in a biological threat environment and support the national biodefense enterprise, at home and abroad. To support that vision, the Department is prioritizing biodefense across the full spectrum of biological threats, from naturally occurring to accidental and deliberate biological incidents. This role is consistent with responsibilities outlined in the 2022 National Biodefense Strategy and supports the priorities of the NDS. The BPR assessed DoD's capabilities relative to the threat, as well as preparedness for a bio-incident. Once published, the BPR report will clarify biodefense priorities, roles, responsibilities, and authorities, as well as initiate reforms to synchronize, coordinate, and integrate biodefense responsibilities for a more empowered, collaborative approach to biodefense in the Department.

## Chemical and Biological Defense Program Reform

As a part of the USD(A&S)-directed governance reform efforts for the Chemical and Biological Defense Program (CBDP), NCB convened the inaugural meeting of the Chemical and Biological Defense Management Council (CBMC) in November 2022. This council is one of the three governance bodies that provide direction, oversight, and integration of the DoD Chemical and Biological Defense Program to enable an integrated, layered approach to Joint Force chemical and biological defense capability research, development, acquisition, and mission assurance. The three-star CBDP governance board, the Chemical and Biological Defense Executive Board chaired by ASD(NCB), will meet for the first time in January 2023 with a focus on CBDP priorities and key CBDP-related Defense Acquisition Executive topics.

## Defending DoD compliance with the Biological Weapons Convention

In response to Russia accusing the Department of Defense and U.S. government as a whole under the false pretenses of DoD supporting alleged 'bioweapons' labs in Ukraine, NCB's Threat Reduction and Arms Control team and the Defense Threat Reduction Agency's (DTRA) Cooperative Threat Reduction experts provided critical support to the Department of State and a delegation from the government of Ukraine in attacking the disinformation presented by the Russian government in a multi-national forum attended by over 80 countries. Due to the in-depth support from DoD personnel, the U.S. delegation successfully defended DoD's peaceful work abroad supporting international public health and provided an abundance of technical justification to the international community's satisfaction that counteracted Russia's spurious disinformation campaign.

## R&D 100 Awards

In August, the winners were announced for the 2022 Research and Development (R&D) 100 Awards, often considered the "Oscars of R&D." EpiGrid, a DTRA-funded technology, was voted as the winner in the Software/Services category and further honored with the Special

Recognition Silver Award in Battling COVID-19.

EpiGrid's user-friendly, customizable software package provides modeling tools for analytical epidemiological decision support accounting for temporal, geographic, and pharmaceutical and non-pharmaceutical interventions that influence epidemic outcomes. DTRA used the EpiGrid technology throughout the COVID-19 pandemic to project the spread of infections in 83 countries and answer over 600 requests for information from offices across the U.S. Government and DoD, including the National Security Council, the Department of Homeland Security, Department of Health and Human Services, the Military Services, and Combatant Commands.

## Commemorating the Nuclear Workforce

In 2022, the Secretary of Defense established the Atomic Veteran Commemorative Service Medal (AVCSM) to commemorate veterans who were instrumental in developing our nation's atomic and nuclear weapons programs. The AVCSM recognizes the service and sacrifice of the Atomic Veterans who directly contributed to our nation's continued freedom and prosperity during the period following World War II and were pivotal to our national defense during the Cold War. In an extraordinary display of responsiveness, DTRA completed the AVCSM procurement award on September 15th, after a fast acquisition action for this initiative. DTRA will see 20,000 AVCSM sets delivered by January 12, 2023, with the first 5,000 AVCSM sets reaching Atomic Veterans in early December 2022.



*A pictorial depiction of the medallion-only Atomic Veteran Commemorative Service Medal.*





## Office of the Assistant Secretary

### Securing Defense-Critical Supply Chains

The Department published the “Securing Defense-Critical Supply Chains” report on February 24, 2022 in accordance with Executive Order (E.O.) 14017, “America’s Supply Chains.” Led by the IBP team, the report identified five defense-critical sectors and corresponding strategic enablers, baselined their resiliency, and recommended critical actions to reduce vulnerabilities and gaps that undermine the defense industrial base (DIB). These sectors are kinetic capabilities, energy storage and batteries, microelectronics, strategic and critical materials, and castings and forgings. Strategic enablers include developing the workforce of tomorrow, maintaining a focus on cyber posture, having a strong focus on manufacturing, and enabling small business to ensure a robust and diverse industrial base.

Based on lessons learned to date from the United States’ ongoing support to Ukraine as well as the response to E.O. 14017, the Department is now executing a number of important initiatives to track progress in strengthening the five critical areas, including developing financial roadmaps for key investments, improving visibility into supply chains, and building metrics to track implementation of the report’s recommendations.



*A 155mm artillery tube enters a heat treatment furnace at Watervliet Arsenal in New York.*



*Soldiers use a Javelin anti-tank missile during situational training at Drawsko Pomorskie, Poland.*

### Replenishing Munitions Donated to Ukraine

Through more than 100 engagements with defense industry primes and their sub-tier suppliers, IBP’s Munitions Industrial Base Deep Dive (MIDD) team identified dozens of issues—including capacity constraints, obsolescence challenges, and long lead time components—that are hampering the ability of the U.S. and allies and partners to rapidly replenish inventories for munitions donated to Ukraine. Since March, MIDD analysis identified, quantified, and justified more than \$2B of industrial base investments throughout missile and munitions supply chains, increasing industry’s ability to respond to the surge in demand, and reinforcing to the world that allies and partners can rely on the U.S. in times of crisis.

### Supporting Small Business

To improve the way DoD supports small business in the defense industrial base, IBP prepared the Department’s Small Business Strategy. This strategy works to reduce barriers to entry for small businesses with three primary objectives.

First, implement a unified management approach for small business programs and activities across OSD, the Services, and Defense Agencies. Second, align small business activities with national security priorities by better leveraging existing programs, supporting long-

term planning for small business programs, and emphasizing policy that supports small business inclusion. Third, strengthen engagement and support of small businesses by increasing small businesses' knowledge of federal and commercial opportunities, providing technical assistance to small businesses through the Department's APEX Accelerators, and increasing DoD's utilization of small businesses from socioeconomic categories and underserved communities.

The efforts in the Department's Small Business Strategy will work to reinvigorate the small business defense industrial base, which contributes to revitalizing and rebuilding domestic manufacturing capacity, maintaining America's competitive edge in research and development, creating jobs, promoting prosperity, and encouraging economic growth in underserved communities.

### Engaging with the Defense Industrial Base

In order to ensure timely and continued support of the DIB to the Department's procurement goals during an era of renewed

conflict and great power competition, in 2022, IBP collaborated with companies and associations on over 200 engagements at all levels of DoD senior leadership. Regular and ongoing engagement with the DIB affords Department leaders insight into business defense challenges before they arise and allows leaders to clearly communicate Department goals to industry.

### Enhancing Global Partnerships

Integrated deterrence necessitates enhancing interoperability through armaments, acquisition, logistics, and industrial base cooperation, as well as collaborative foreign adversarial capital screening. In deepening existing partnerships while creating opportunities to advance emerging ones, IBP continued working to safeguard global market integrity, enhance security of supply, and promote armament cooperation. Major efforts in 2022 included the Australia-United Kingdom-United States (AUKUS) cooperation agreement and forming international teams under the UDCG in order to understand and encourage the global capacity for critical munitions.



Secretary of Defense Lloyd J. Austin III and USD(A&S) Dr. William A. LaPlante meet with Australian Deputy Prime Minister and Defense Minister Richard Marles at the Pentagon to discuss the future of the U.S.-Australia alliance.





## Office of the Executive Director

The Executive Director for Business Operations (DBO) functionally supports internal A&S requirements as well as its external OSD Principal Staff Assistant (PSA) requirements. This year's efforts directly advanced the President's Management Agenda to support Federal employees' well-being as well as the NDS, which stresses the importance of investing in DoD's extraordinary people and shifting institutional culture to remain relevant and competitive with the private sector.

### Defending the Nation

In 2022, the A&S Budget Team successfully obligated 99.9% of FY2022 Operations and Maintenance expiring funds, and 100% of both FY2021 Research, Development, Test, and Evaluation funds and FY2020 procurement funds. The team also proactively shared best practices while operating under a Continuing Resolution, protecting A&S from having to resubmit over 100 travel authorizations, 35 Official Representation Funds requests, and numerous training requests. DBO likewise increased A&S buying power by roughly \$40M through cancelling unliquidated obligations.

The Security and Facilities Division processed more than 1,600 Common Access Cards, 750 facilities requests, and 50 Contract Security Classification Specification requests. After DoD's clearance repository transitioned to a new system of record, A&S Security reviewed all civilian, military, and contractor workforce records to ensure preservation of access and full operational capability. More than 2,000 records were updated accordingly, ensuring A&S remained postured to protect national security information. The team also developed a draft Security Operations Instruction, as well as standard operating procedures for Sensitive Compartmented Information Facilities (SCIFs) and Collateral Spaces, and day-to-day operations. Accordingly, A&S is now postured to have ten SCIFs and collateral spaces recertified in FY2023 to maintain SCI compliance and capability.

The Contracts Management Division and Data Services team directly supported EI&E's high-visibility development of a PFAS website and database management tool as required by the FY2020 NDAA. Focused on communicating general information on PFAS, as well as on the Department's Task Force and its actions to find, eliminate, and clean up PFAS resulting from DoD activities, the effort included more than 50 projects ongoing on a daily basis.

To mitigate the risk for misuse of the 370 Government Travel Cards in A&S, the Contracts Management Division team implemented a new process to conduct quarterly audits of Defense Travel System authorizations and vouchers, as well as to notify travelers when their account is 30 days past due. This methodology led to A&S having no Government Travel Cards suspended or cancelled for lack of payment, and no unauthorized travel authorizations or payment of travel vouchers.

The Contracts Management Division also sponsored a DAU Course to ensure all A&S Contracting Officers' Representatives (CORs) are properly trained to meet the appropriate requirements. The course resulted in all 55-plus CORs completing the requisite level of training prior to appointment and/or contract award. Absent the training, A&S contracts would have been required to stop until a trained and duly appointed COR could be put in place.

### Taking Care of Our People

In accordance with Deputy Secretary Hicks' March 16th memorandum regarding re-entry into the workplace, DBO spent months developing A&S' flexible arrangement program and policies to maximize mission effectiveness while offering supervisors and employees any workplace arrangement permitted by the Federal Government. DBO led an assessment to determine the suitability and needs of A&S positions to work in alternate locations, as well as an effort to communicate with employees the new alternate work schedule options and update all telework agreements. This effort supported more effective use of A&S onsite spaces to support classified work upon



re-entry, established a hybrid workplace, and built a framework for effective space management. To date, A&S is recognized as the model OSD PSA workplace flexibility program by the Defense Civilian Personnel Advisory Service (DCPAS), an organization that oversees human resources policies and programs for more than 950,000 DoD civilians across the world.

This year, DBO took a whole-person approach to employee resources, workplace flexibilities, continuous learning, and innovation. Through more than 20 “DBO Lunch and Learn” events, A&S personnel had a new venue to engage directly with the Business Operations team and learn about readily available, user-friendly resources and productivity tools. Collaborating with Washington Headquarters Services (WHS), DBO secured seven A&S-exclusive OSD Organization and Management training sessions, which supported approximately 100 A&S personnel. Additionally, DBO’s Human Resources Division successfully executed 90 civilian recruitment actions, with 50 actions using Direct Hiring Authority. In partnership with WHS, DBO coordinated the first OUSD(A&S) Recruitment Event, which leveraged headhunter-like services to identify new talent.

The Leadership and Development Division was able to increase individual training opportunities to A&S staff by 230%, providing nearly 30 training opportunities for both groups and individuals to ensure the A&S workforce continues cultivating lifelong learning. With successful execution of all training dollars well before the end of the FY, the team successfully secured a significant additional training allocation from WHS.

The Military Personnel, Temporary Staff Augmentation, and Awards team proudly facilitated over 271 Management Level Reviews, as well as processed more than 100 augmentation requests and 401 military and civilian awards. The team secured an unprecedented increase of nearly \$300,000 to the incentive awards budget that resulted in 148 of those awards going to A&S’ strategic enablers. The team also spearheaded an assessment of the 42 military billet allocations across the organization to ensure future military manpower requests include

appropriate skillsets to meet A&S mission requirements and established a baseline justification for acquisition-focused manpower protections moving forward.

### **Succeeding through Teamwork**

In late 2021, DBO began modernizing A&S administrative and management operations through development of automated tools and processes. This year, Data Services deployed the Resources and Administrative Information Database (RAID), which supports DBO’s management of A&S personnel, billet, and staffing information in a standardized manner. Providing a central portal to maintain personnel, manpower, facilities, and contract information, RAID ensures personnel have the requisite information, equipment, and privileges in a timely manner to perform their duties. While the initial capability release focused on the Time-to-Hire module to track staffing actions of incoming civilian personnel, throughout the year, RAID was enhanced with additional modules, such as the online In-Processing Checklist in May and the Out-Processing Checklist in August. DBO continues to incorporate end-user feedback and improve A&S user experiences.

Data Services also continued reconstructing both public and internal A&S websites. In conjunction with the A&S Commander’s Action Group, this effort included systematically reviewing and updating hundreds of pages of site content to ensure A&S—whether viewed as a whole or its parts—presents a professional, cohesive visual identity externally. Internally, the A&S intranet portal now hosts a centralized, one-stop location for all A&S component information, including all Business Operations information, resources, tools, and guidance needed to be successful.





## Legislative and Congressional Oversight Office Executive Correspondence Office Strategic Communications

### Congressional Engagement

The Legislative and Congressional Oversight (LCO) office develops and coordinates a range of congressional communications and products to advance the Department's mission. In 2022, LCO executed a wide range of reporting, hearing, and audit actions.

### Legislative Affairs and Congressional Reporting Requirement Compliance

- » Ensured A&S compliance with statutory and non-statutory congressional reporting requirements, ultimately resulting in the submission of 120 final reports, 86 recurring reports, and 31 contingent reports to congressional committees.
- » Reviewed 342 congressional reporting requirements packages and 85 congressional correspondence packages for compliance with DoD and Administration policies, providing technical and administrative edits to ensure timely formal responses; additionally, tasked 239 congressional reporting requirements from the FY2022 legislative cycle.
- » Facilitated the response to 463 informal requests for information, providing rapid responses to requests from Members of Congress, their staffs, or the Defense Committees, as well as providing informal views on draft legislation.
- » Developed and coordinated A&S' legislative proposals to the FY2023 NDAA, resulting in the adoption of favorable legislation in 11 instances; developed and coordinated within the Department 20 legislative proposals to the FY2024 NDAA.
- » Developed and coordinated language and budget appeals and inputs to Statements of Administration Policy on the NDAA and

appropriations bill for FY2023 that advocated for the authorities and budget necessary for the Department's missions; these efforts resulted in 15 favorable language changes in the appropriations bill and 10 favorable language changes in the NDAA.

- » Ensured A&S' equities were represented across the executive branch by coordinating on numerous interagency products, including 71 pending bills, 76 reports to Congress, 1,284 questions for the record, and 66 hearing statements.

### Lifecycle Hearing Support

- » Provided lifecycle hearing support to A&S offices, ensuring congressional committees received coordinated witness statements prior to their hearing and timely responses to questions for the record (QFRs) following their hearing—in 2022, A&S participated in 16 hearings, generating a total of 110 QFRs; LCO further supported the Department by providing policy and security coordination on 1,788 QFRs tasked to other DoD Components.
- » Supported the Administration's presidential appointments requiring Senate confirmation by reviewing 156 advance policy questions (APQs) for three A&S nominees and 762 APQs assigned to other DoD Components.



*Dr. William LaPlante testifies during his confirmation hearing before the Senate Armed Services Committee.*

## Audits

- » Facilitated A&S participation in 98 Government Accountability Organization (GAO) engagements and 25 Final Reports, as well as 46 DoD Office of the Inspector General (OIG) audits and 11 Final Reports.
- » Worked with A&S components to close 13 GAO recommendations and 21 DoD OIG recommendations.
- » Coordinated with Washington Headquarters Service (WHS) to update all active A&S high priority GAO and DoD OIG recommendations and ensured that the necessary documentation was provided to the appropriate auditors.
- » Provided WHS the fourth annual submission required by the Good Accounting Obligation in Government Act (GAO-IG Act), which was consolidated into a report on the status of open public audit recommendations.

## Executive Correspondence

As the team that provides editorial services for official documents and letters for signature by Department leadership, the Executive Correspondence Office (ECO) processed more than 1,100 hard copy and digital correspondence packages during the year. Congruently, the team completed a total of 54 issuances, including publishing six new issuances, 22 re-issuances, 25 published changes, and one cancellation. As A&S' lead for records managements, ECO also completed more than 22 Freedom of Information Act (FOIA) requests.

## Strategic Communication

### Internal and External Engagement

Throughout the year, the Strategic Communications team led cradle-to-grave planning and execution of strategic engagement across A&S components. In addition to facilitating the transition and onboarding of Secretary Hunter, who performed the duties of USD(A&S) from February to April, and Secretary LaPlante, the team executed three organization-wide town hall events and published the *A&S Spotlight*

workforce newsletter on a monthly basis.

Externally, at the component- and USD-levels, team members coordinated principal speaking engagements, article publication, and development of responses to media inquiries. At the USD-level, this included remarks for more than 50 speaking engagements highlighted by interviews with a number of major media outlets and remarks at the Reagan National Defense Forum in December.

## Growing a Social Media Presence

As a powerful tool for communicating on a daily basis to improve transparency and disseminate information to a wider audience, A&S social media accounts grew exponentially in 2022, attracting new followers and increasing engagement. The A&S LinkedIn more than tripled its reach, surpassing 12,000 followers in November, a milestone achieved as the account turned two years old.

Join the conversation and follow A&S at:  
<https://www.linkedin.com/company/ousd-as>



Dr. William LaPlante, USD(A&S), delivers remarks at the Reagan National Defense Forum, Simi Valley, California, December 3, 2022.



## PUBLICATION ARCHIVES

**Defense Microelectronics Activity Designated Center for Industrial Technical Excellence | Jan. 18, 2022**

<https://www.defense.gov/News/News-Stories/Article/Article/2901887/defense-microelectronics-activity-designated-center-for-industrial-technical-ex/>

**DoD Awards Contract to Revival Health Inc. to Purchase COVID-19 Antigen Over-the-Counter Test Kits in Support of POTUS' 500 Million Free At-Home COVID-19 Tests | Jan. 7, 2022**

<https://www.defense.gov/News/Releases/Release/Article/2892950/dod-awards-contract-to-revival-health-inc-to-purchase-covid-19-antigen-over-the->

**DoD Turns to Industry to Meet Carbon Pollution-Free Energy Targets | Feb. 3, 2022**

<https://www.defense.gov/News/News-Stories/Article/Article/2922149/dod-turns-to-industry-to-meet-carbon-pollution-free-energy-targets/>

**DoD Awards \$35 Million to MP Materials to Build U.S. Heavy Rare Earth Separation Capacity | Feb. 22, 2022**

<https://www.defense.gov/News/Releases/Release/Article/2941793/dod-awards-35-million-to-mp-materials-to-build-us-heavy-rare-earth-separation-c/>

**Defense Department Releases Report on Strengthening Defense-Critical Supply Chains | Feb. 24, 2022**

<https://www.defense.gov/News/Releases/Release/Article/2944488/defense-department-releases-report-on-strengthening-defense-critical-supply-cha/>

**Acquisition and Sustainment Leadership Transition | Feb. 27, 2022**

<https://www.defense.gov/News/Releases/Release/Article/2926336/acquisition-and-sustainment-leadership-transition/>



*Mr. Brent Ingraham, Executive Director of the Joint Rapid Acquisition Cell, center right, meets with team members from DLA and DCMA in Chambersburg, Pennsylvania, February 8, 2022.*



*Mr. Farooq Mitha, Director of Small Business Programs, meets with LIFT Manufacturing Innovation Institute, March 22, 2022.*

**DoD Announces \$2.1 Million Defense Production Act Title III Agreement with Nalas Engineering Services to Strengthen the Domestic Critical Chemicals Industrial Base | March 21, 2022**  
<https://www.defense.gov/News/Releases/Release/Article/2972560/dod-announces-21-million-defense-production-act-title-iii-agreement-with-nalas/>

**DoD Acquisition Officers Will Learn to Better Acquire and Transition Commercial Technologies March 29, 2022**  
<https://www.defense.gov/News/News-Stories/Article/Article/2981470/dod-acquisition-officers-will-learn-to-better-acquire-and-transition-commercial/>

**Climate Investments Tied to Mission Objectives, DOD Official Says | April 1, 2022**  
<https://www.defense.gov/News/News-Stories/Article/Article/2986051/climate-investments-tied-to-mission-objectives-dod-official-says/>

**Fort Knox Touts Most Successful Energy Resilience Exercise To Date | April 14, 2022**  
[https://www.army.mil/article/255685/fort\\_knox\\_touts\\_most\\_successful\\_energy\\_resilience\\_exercise\\_to\\_date](https://www.army.mil/article/255685/fort_knox_touts_most_successful_energy_resilience_exercise_to_date)

**The Department of Defense Announces Winners of the 2022 Secretary of Defense Environmental Awards | April 22, 2022**  
<https://www.defense.gov/News/Releases/Release/Article/3007891/the-department-of-defense-announces-winners-of-the-2022-secretary-of-defense-en/>

**Acquisition and Sustainment Leadership Transition | April 15, 2022**  
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**DoD Announces \$117 Million Defense Production Act Title III Agreement With GlobalFoundries to Strengthen the Domestic Microelectronics Industrial Base | May 2, 2022**  
<https://www.defense.gov/News/Releases/Release/Article/3016070/dod-announces-117-million-defense-production-act-title-iii-agreement-with-globa/>

**Ukraine's Military Needs Change as Battle With Russia Continues | May 27, 2022**  
<https://www.defense.gov/News/News-Stories/Article/Article/3046694/ukraines-military-needs-change-as-battle-with-russia-continues/>



*Ms. Deborah Rosenblum, PTDO ASD(IBP) tours the Mountain Pass Mine, in San Bernardino County, California, March 22, 2022.*



*Mr. Steve Morani, PDASD(S) discusses efforts to build digital twins and expand the digital thread at Park City, Kansas, June 29, 2022.*

**Advanced Rocket Launcher System Heads to Ukraine | June 1, 2022**

<https://www.defense.gov/News/News-Stories/Article/Article/3050010/advanced-rocket-launcher-system-heads-to-ukraine/>

**Pentagon shares new vision to address problems with its microelectronics supply chain | June 17, 2022**

<https://www.fedscoop.com/pentagon-shares-new-vision-to-address-problems-with-its-microelectronics-supply-chain/>

**DoD Official Talks on Easing Process to Work With Small Businesses | June 21, 2022**

<https://www.defense.gov/News/News-Stories/Article/Article/3069429/dod-official-talks-on-easing-process-to-work-with-small-businesses/>

**DoD Addresses Supply Chain Resiliency With Lone Star State Industry | June 22, 2022**

<https://www.defense.gov/News/News-Stories/Article/Article/3070036/dod-addresses-supply-chain-resiliency-with-lone-star-state-industry/>

**NATO Secretary General convenes top Alliance procurement officials | Sept. 27, 2022**

[NATO - News: NATO Secretary General convenes top Alliance procurement officials, 27-Sep.-2022](https://www.nato.int/pr/news/2022/220927-nato-secretary-general-convenes-top-alliance-procurement-officials)

**DLA Program Introduces Domestic Germanium Recycling Capability | June 29, 2022**

<https://www.defense.gov/News/News-Stories/Article/Article/3079217/dla-program-introduces-domestic-germanium-recycling-capability/>

**Fact Sheet on U.S. Security Assistance to Ukraine | July 5, 2022**

<https://www.defense.gov/News/Releases/Release/Article/3083102/fact-sheet-on-us-security-assistance-to-ukraine/>

**DoD Secures Critical Material for James Webb Space Telescope | July 22, 2022**

<https://www.defense.gov/News/Feature-Stories/Story/Article/3103074/dod-secures-critical-material-for-james-webb-space-telescope/>

**Biden-Harris Administration Awards Record-Breaking \$154.2 Billion in Contracting to Small Businesses | July 26, 2022**

<https://www.sba.gov/article/2022/jul/26/biden-harris-administration-awards-record-breaking-1542-billion-contracting-small-businesses>

**Defense Department Invests to Re-Establish Domestic Production of Critical Propellant | Aug. 10, 2022**

<https://www.defense.gov/News/Releases/Release/Article/3123353/defense-department-invests-to-re-establish-domestic-production-of-critical-prop/>

**U.S. Should Not Surrender Clean Energy Technology to China, DoD Official Says | Aug. 22, 2022**

<https://www.defense.gov/News/News-Stories/Article/Article/3140223/us-should-not-surrender-clean-energy-technology-to-china-dod-official-says/>

**Acquisition Leaders Visit HIMARS, GMLRS Facilities | Aug. 29, 2022**

<https://www.defense.gov/News/News-Stories/Article/Article/3141681/acquisition-leaders-visit-himars-gmlrs-facilities/>



**Defense Department Launches Innovative Manufacturing Pilot Program | Aug. 29, 2022**  
<https://www.defense.gov/News/Releases/Release/Article/3143134/defense-department-launches-innovative-manufacturing-pilot-program/>

**Missile Systems Contract Will Aid Ukraine | Aug. 31, 2022**  
<https://www.defense.gov/News/News-Stories/Article/Article/3145642/missile-systems-contract-will-aid-ukraine/>

**DoD Announces \$6.8 Million Defense Production Act Title III Agreement with Burlington Industries, LLC to Strengthen the Domestic Clothing and Textile Industrial Base | Aug. 31, 2022**  
<https://www.defense.gov/News/Releases/Release/Article/3145139/dod-announces-68-million-defense-production-act-title-iii-agreement-with-burlin/>

**Acquisition, Sustainment Office Supports Microelectronics Vision | Sept. 8, 2022**  
<https://www.defense.gov/News/News-Stories/Article/Article/3152472/acquisition-sustainment-office-supports-microelectronics-vision/>

**Latest U.S. Support for Ukraine Targets Long-Term Security Investment | Sept. 28, 2022**  
<https://www.defense.gov/News/News-Stories/Article/Article/3173752/latest-us-support-for-ukraine-targets-long-term-security-investment/>

**Standardized Materiel Could Bolster Ukraine's Defense, Says Official | Sept. 30, 2022**  
<https://www.defense.gov/News/News-Stories/Article/Article/3176458/standardized-materiel-could-bolster-ukraines-defense-says-official/>

**DoD, Other Agencies Release Climate Adaptation Progress Reports | Oct. 6, 2022**  
<https://www.defense.gov/News/News-Stories/Article/Article/3182522/dod-other-agencies-release-climate-adaptation-progress-reports/>

**Defense Logistics Agency's Expeditionary Team Supports Hurricane Ian Relief Efforts | Oct. 19, 2022**  
<https://www.defense.gov/News/News-Stories/Article/Article/3193762/defense-logistics-agencys-expeditionary-team-supports-hurricane-ian-relief-effo/>



*Mr. Michael Vaccaro, PDASD (IBP), and Under Secretary of State for Logistics Mārtiņš Paškēvičs sign a Security of Supply Arrangement in Riga, Latvia, October 25, 2022.*



*Dr. William LaPlante, USD(A&S), speaks at a Defense Technology Summit hosted by the Potomac Officers Club, October 25, 2022.*

**DoD Releases Report on Defense Spending by State in Fiscal Year 2021 | Oct. 20, 2022**

<https://www.defense.gov/News/Releases/Release/Article/3194361/dod-releases-report-on-defense-spending-by-state-in-fiscal-year-2021/>

**DoD Releases National Defense Strategy, Missile Defense, Nuclear Posture Reviews | Oct. 27, 2022**

<https://www.defense.gov/News/News-Stories/Article/Article/3202438/dod-releases-national-defense-strategy-missile-defense-nuclear-posture-reviews/>

**DoD Releases the Strategic Management Plan for Fiscal Years 2022 – 2026 | Oct. 28, 2022**

<https://www.defense.gov/News/Releases/Release/Article/3203311/dod-releases-the-strategic-management-plan-for-fiscal-years-2022-2026/>

**DoD, Latvian MOD Enter Into Non-Binding Security of Supply Arrangement | Oct. 28, 2022**

<https://www.defense.gov/News/Releases/Release/Article/3203753/dod-latvian-mod-enter-into-non-binding-security-of-supply-arrangement/>

**U.S., Allies Work to Supply Ukraine Air Defense Needs | Nov. 29, 2022**

<https://www.defense.gov/News/News-Stories/Article/Article/3231049/us-allies-work-to-supply-ukraine-air-defense-needs/>

**Defense Leaders Speak at Forum | Dec. 3, 2022**

<https://www.defense.gov/Multimedia/Videos/video/866554/dvpcc/false/#DVIDSVideoPlayer581>

**DoD Contributes to Registered Cybersecurity Apprenticeship Program | Dec. 6, 2022**

<https://www.defense.gov/News/News-Stories/Article/Article/3237903/dod-contributes-to-registered-cybersecurity-apprenticeship-program/>

**Defense Logistics Agency Powers NASA Orion Spacecraft | Dec. 14, 2022**

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**Ukraine Getting Patriot Battery, Other Defense Weapons | Dec. 21, 2022**

<https://www.defense.gov/News/News-Stories/Article/Article/3253206/ukraine-getting-patriot-battery-other-defense-weapons/>



*Mr. Christopher Lowman, ASD(S), visits Air Force Sustainment Center headquarters at Tinker Air Force Base, Oklahoma, July 28, 2022.*



*Mr. John Tenaglia, Defense Pricing and Contracting, delivers remarks at the NCMA World Congress in Chicago, Illinois, July 18, 2022.*





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