Mobile Diving and Salvage Unit 2 Disestablished; Explosive Ordnance Disposal Mobile Unit 10 Established

VIRGINIA BEACH, Va. – Cmdr. Garret Pankow, commanding officer of Mobile Diving and Salvage Unit (MDSU) 2, changes command with Cmdr. Jonathon Maurus, as he assumes command of Explosive Ordnance Disposal Mobile Unit (EODMU) 10 during a ceremony at Joint Expeditionary Base Little Creek-Fort Story, July 3, 2025. During the ceremony MDSU-2 was disestablished and EODMU-10 established, combining their warfighting capabilities. EODMU-10 is a subordinate command of Explosive Ordnace Disposal Group 2 and operates as part of Navy Expeditionary Combat Force providing skilled, capable, and combat-ready deployable Navy EOD and Navy Diver forces around the globe to support a range of operations. (U.S. Navy photo by Mass Communication Specialist 2nd Class Jackson Adkins)
From Lt.j.g. Martin Carey, July 3, 2025

VIRGINIA BEACH, Va. – The U.S. Navy marked the end of an era and the beginning of a new chapter during a ceremony July 3, as Mobile Diving and Salvage Unit (MDSU) 2 was formally disestablished and Explosive Ordnance Disposal Mobile Unit (EOD) 10 was established aboard Joint Expeditionary Base Little Creek-Fort Story.

The ceremony, attended by families, shipmates, and distinguished guests, celebrated the legacy of MDSU-2 – a unit synonymous with diving, salvage, and undersea response excellence – and welcomed the future of integrated expeditionary operations under EODMU-10.

Established in 1982, MDSU-2 was a cornerstone of U.S. Navy diving and salvage capability. Over the decades, its Sailors supported numerous historic and high-profile operations, including the 1986 recovery of Space Shuttle Challenger, the salvage of TWA Flight 800 in 1996 and Swiss Air Flight 111 in 1998, and the recovery of Space Shuttle Columbia in 2003.

Divers and EOD technicians from MDSU-2 also played critical roles in complex salvage operations around the globe, including the 1994 Eritrea Africa ship salvage, the 1999 USS Cole (DDG 67) recovery, and the multi-year recovery project of USS Monitor, a Civil War ironclad warship. The unit supported humanitarian assistance responses for Hurricane Katrina and Hurricane Sandy and led pioneering efforts in Arctic diving during Operation Nanook in 2010.

Commander Garrett Pankow took to the podium to deliver his final message as the commanding officer of MDSU-2.

“Today is bittersweet,” said Pankow. “We’re not only executing a time-honored transfer of command but also retiring a combat salvage unit with a legacy that spans the globe, and establishing a new EOD mobile unit. For half a century, MDSU-2 Salvors have operated with character and competency – from the Arctic Circle to the depths of the Red Sea.” He continued, “It

has been the honor of my career to be the skipper of MDSU-2. The spirit and capability of MDSU-2 carries forward into EODMU-10, and all East Coast EOD mobile units, as we combine EOD and Salvage warriors at EOD mobile units; ready to support the fleet, anytime, anywhere."

Commander Jonathon Maurus, from Dearborn, MI, will be the first commanding officer of EODMU-10.

"I am extremely honored and humbled to take the helm from Commander Pankow during this historic transition – while we close the chapter on MDSU-2, we carry forward its proud legacy as we stand up EOD Mobile Unit-10, ready to meet the Navy's evolving mission with the same tenacity and excellence."

Rear Adm. Brad Andros, Commander, Navy Expeditionary Combat Command, served as the ceremony's guest speaker and stressed the significance of the redesign of the mobile diving and salvage force.

"The transition from MDSU-2 to EOD Mobile Unit-10 is not a loss – it is a consolidation of excellence," said Andros. "This force redesign brings the full spectrum of EOD and MDSU capabilities under one commander, one unified command – bringing together our teams, our chief's mess, our wardrooms. Our expeditionary forces must be ready for a future fight. We can no longer look at our niche capabilities as we did 10 or 20 years ago…our Navy Expeditionary Combat Forces will be needed for our full repertoire, full capability and full capacity."

The establishment of EODMU-10 reflects a greater NECC effort to ensure readiness for the future fight and a deliberate approach to build a more sustainable and agile force. The unit will continue to leverage diving and salvage expertise while aligning under the broader Explosive Ordnance Disposal Group 2 enterprise.

As a critical component of the Navy Expeditionary Combat

Force, Navy EOD forces clear explosive hazards to provide access to denied areas; they employ advanced tactics and technologies to exploit and secure the undersea domain for freedom of maneuver; they build and foster relationships with a constellation of capable and trusted partners; and they protect the homeland and our American way of life.

For more information, visit https://www.necc.usff.navy.mil/eod/

U.S., ROK Navies Conduct CONSOL Training

CHINHAE, South Korea—Republic of Korea's Cheonji-class fast combat support ship ROKS Daecheong (AOE-58) connects its fuel line to Military Sealift Command's commercial charter oiler MT Allied Pacific during conducted a simulated consolidated cargo replenishment at sea (CONSOL), at Chinhae, June 19, 2025. CONSOL capability is when a specially outfitted MSC-controlled tanker conducts underway refueling operations, transferring fuel and/or cargo to combat logistics-force ships at sea. (Courtesy photo)

by Grady T. Fontana, July 2, 2025

CHINHAE, South Korea – Military Sealift Command's (MSC) commercial charter oiler MT Allied Pacific conducted a simulated consolidated cargo replenishment at sea (CONSOL), at Chinhae, June 16-19, 2025.

CONSOL capability is when a specially outfitted MSC-controlled tanker conducts underway refueling operations, transferring fuel and/or cargo to combat logistics-force (CLF) ships at sea.

Typically, CLF ships are required to return to shore to a Defense Fuel Support Point to resupply. A CONSOL eliminates those round-trips to a supply point, thereby, reducing cost and increasing time at sea to support the fleet.

"Returning to shore, or to a supply depot, requires ships to leave the operation areas, and travel to wherever the fuel terminal is, which requires time," said U.S. Navy Senior Chief Boatswain's Mate Andrew Werner, MSC Far East. "The sole advantage to a CLF taking fuel from a tanker vice a terminal, is that the tanker can move to the geographic location, where it is needed."

In this case, Allied Pacific connected with Republic of Korea's Cheonji-class fast combat support ship ROKS Daecheong (AOE-58). The ability of an ROK tanker to CONSOL allows them to also carry fuel out to the fleet, and provide underway

replenishment of fuel, fleet cargo, and stores to customer ships at sea, thereby increasing capacity in the Indo-Pacific region.

“The ROK Navy was very interested in how the U.S. Navy conducts CONSOL events with a civilian tanker,” said Werner. “So we demonstrated how we do CONSOL events and the steps on preparing their underway replenishment stations.”

Allied Pacific is one of a few commercial oil tankers that has been chartered and outfitted to pump fuel to CLFs at sea, which allows the CLF ships to stay closer to the fleet, and allies and partner nations.

“The U.S. and ROK have a strong strategic alliance,” said Capt. David L. Reyes, Commodore of MSC Far East. “Interoperable refueling capabilities enhance this partnership by enabling joint operations, training exercises, and real-world missions. This cooperation reinforces mutual defense commitments and helps promote regional stability.”

The four-day event began at port on board Commander, Fleet Activities Chinhae, and both crews participated in safety briefings, discussions and cross-deck training on day one.

Days two and three involved pier side training: deploying, retrieving and re-deploying the fuel lines between the two ships while at port.
Day four, both ships got underway and connected at sea, as planned, offering a successful proof-of-concept.

“CONSULs between ROK and U.S Navy fleet replenishment oilers are not new,” said Werner. “However, the ability for ROK vessels to connect with an MSC-chartered commercial oiler is a capability that the ROK Navy is very interested in. This increases operational reach and endurance of both naval forces.”

MSC Far East supports the U.S. 7th Fleet and ensures approximately 50 ships in the Indo-Pacific Region are manned, trained, and equipped to deliver essential supplies, fuel, cargo, and equipment to warfighters, both at sea and on shore. U.S. 7th Fleet is the U.S. Navy’s largest forward-deployed numbered fleet and routinely interacts and operates with allies and partners in preserving a free and open Indo-Pacific region.

Coast Guard offloads more than $20 million in illicit drugs interdicted in Caribbean Sea

From Coast Guard 7th District, July 2, 2025

MIAMI – U.S. Coast Guard Cutter Northland's crew offloaded approximately 2,220 pounds of cocaine and 3,320 pounds of marijuana worth an estimated $20.1 million, Wednesday, at Coast Guard Base Miami Beach.

The seized contraband was the result of four interdictions in the Caribbean Sea by the crews of HMCS William Hall and HNLMS Friesland with embarked Coast Guard law enforcement detachments.

"Stopping harmful and illicit narcotics from reaching our shores and entering our communities is a team effort," said Cmdr. Brian Gismervik, Coast Guard Cutter Northland's commanding officer. "In the dynamic maritime environment, it takes the combined efforts of our joint force DoD, DHS, and international partners to combat transnational criminal organizations."

The following assets and crews were involved in the interdiction operations:

- Royal Canadian Navy ship HMCS William Hall
- Royal Netherlands Navy ship HNLMS Friesland
- U.S. Navy ship USS Cole
- U.S. Coast Guard Tactical Law Enforcement Team South, LEDET 404
- U.S. Coast Guard Tactical Law Enforcement Team Pacific, LEDET 103
- Helicopter Interdiction Tactical Squadron Jacksonville
- Seventh Coast Guard District staff

Detecting and interdicting illicit drug traffickers on the high seas involves significant interagency and international coordination. Joint Interagency Task Force-South, in Key West, conducts the detection and monitoring of aerial and maritime transit of illegal drugs. Once an interdiction becomes imminent, the law enforcement phase of the operation begins, and control of the operation shifts to the U.S. Coast Guard for the interdiction and apprehension phases. Interdictions in the Caribbean Sea are performed by members of the U.S. Coast Guard under the authority and control of the Seventh Coast Guard District, headquartered in Miami.

USCGC Northland is a 270-foot Reliance-class medium endurance cutter homeported in Portsmouth under **U.S. Coast Guard Atlantic Area Command**.

For breaking news, follow us on **X (formerly Twitter)**. For additional information, find us on **Facebook** and follow us on **Instagram**.

Make a difference on land, at sea or in the air with the Coast Guard. Visit **GoCoastGuard.com** to learn more about active duty and reserve, officer and enlisted opportunities. Information on how to apply to the U.S. Coast Guard Academy can be **found here**.

Fincantieri Marine Group Appoints George Moutafis as CEO

From Fincantieri

Fincantieri Marine Group (FMG), the U.S. subsidiary of Fincantieri – one of the world's largest shipbuilding groups and a global leader in the construction of highly complex vessels – announces the appointment of George A. Moutafis as Chief Executive Officer, effective July 1, 2025.

The leadership transition of the US company of the Group led

by Chief Executive Officer and General Manager Pierroberto Folgiero comes at a pivotal moment for the U.S. shipbuilding industry, as the new U.S. administration places renewed strategic emphasis on strengthening domestic naval capabilities. In this context, Fincantieri reinforces its long-term commitment to the United States by appointing a seasoned U.S. executive with deep expertise in defense, naval manufacturing, and international industrial transformation.

George Moutafis brings over 25 years of executive experience across strategic planning, program management, and industrial restructuring, with a distinguished track record in both the public and private sectors. His background includes leadership roles in major defense and manufacturing organizations, most recently as Chief Operating Officer and General Manager of Beretta USA Corp. He also previously held leadership roles within FMG, contributing to innovation and program execution in support of U.S. Navy platforms. His background in defense and naval manufacturing, combined with his international perspective, and his proven ability to drive operational and financial management, aligns with the Group’s strategic direction in response to shifting priorities in the broader U.S. institutional and industrial context.

Fincantieri has been present in the United States for over 15 years, with a solid industrial footprint that includes four shipyards and a workforce of approximately 3,000 people. Over this period, the Group has invested more than $800 million in its U.S. shipbuilding operations, of which over half was specifically allocated to upgrading and expanding the Marinette yard in Wisconsin. This strategic presence underscores the Group’s enduring commitment to supporting the U.S. Navy and contributing to the country’s industrial base.

HII Launches Virginia-class Submarine Arkansas at Newport News Shipbuilding

NEWPORT NEWS, Va., July 2, 2025 (GLOBE NEWSWIRE) — HII (NYSE: HII) announced today that Virginia-class submarine Arkansas (SSN 800) was recently launched into the James River at the company's Newport News Shipbuilding (NNS) division.

Shipbuilders transferred the submarine from a construction facility to the floating dry dock, where it was launched and moved by tugboats to a submarine pier at the shipyard for final outfitting, testing and crew certification.

"We are committed to increasing submarine construction cadence and throughput for the U.S. Navy," said Bryan Caccavale, NNS vice president of Navy programs. "Nuclear-powered submarines are critical to our national security and we're proud to see Arkansas in the water."

The ship's sponsors are the six women of the historic group

known as the Little Rock Nine, the first African American students to attend all-white Central High School in Little Rock, Arkansas, during desegregation.

Arkansas is the 27th Virginia-class submarine and will be the 13th delivered by NNS. The advanced capabilities of Virginia-class submarines increase firepower, maneuverability and stealth.

Photos accompanying this release are available at: http://hii.com/news/hii-launches-virginia-class-submarine-arkansas-ssn-800-at-newport-news-shipbuilding/.

GD Electric Boat Awarded $1.85B Contract Modification for Sub Long-Lead Material

From General Dynamics Electric Boat

GROTON, Conn. (July 2, 2025) – Electric Boat, a business unit of General Dynamics, announced today that it was awarded a $1.85 billion contract modification to a previously awarded contract supporting submarine production. This modification is for long lead time material and preliminary construction efforts for submarine production, as detailed in the June 26 U.S. Department of Defense contract award announcement.

“This contract modification allows for the acquisition of

critical material and components for Virginia-class submarines that require substantial lead time to manufacture and deliver. It sends a continued demand signal, supporting supplier investment in the capacity and materials needed to achieve our required production volume," said Mark Rayha, president of General Dynamics Electric Boat. "Consistent funding and support such as this contract modification is essential for the shipyards to achieve the high-rate production of submarines the Navy needs."

General Dynamics Electric Boat designs, builds, repairs and modernizes nuclear submarines for the U.S. Navy. Headquartered in Groton, Connecticut, it employs more than 24,000 people. More information about General Dynamics Electric Boat is available at www.gdeb.com.

Continuing Promise 2025 Mission Update: Ecuador

The Military Sealift Command hospital ship USNS Comfort (T-AH 20) sit at anchor during Continuing Promise 2015. Continuing Promise is a U.S. Southern Command-sponsored and U.S. Naval Forces Southern Command/U.S. 4th Fleet-conducted deployment to conduct civil-military operations including humanitarian-civil assistance, subject matter expert exchanges, medical, dental, veterinary and engineering support and disaster response to partner nations and to show U.S. support and commitment to Central and South America and the Caribbean. (U.S. Navy photo by Mass Communication Specialist 1st Class Gary Johnson/Released)

by U.S. Naval Forces Southern Command / U.S. 4th Fleet Public Affairs, July 1, 2025

MAYPORT, Fla. – The USNS Comfort (T-AH 20) is now scheduled to conduct its Continuing Promise 2025 mission stop in Manta, Ecuador from July 4-10, instead of the previously planned July 12-19.

Adjusting the mission dates allows the USNS Comfort to maintain readiness to support U.S. Navy global operations while delivering important humanitarian assistance. The U.S.

Navy is committed to working with Ecuador to promote public health, security, and prosperity.

The United States values its partnership with Ecuador, a nation with which we share a history, strong democratic values, and enduring security and economic ties. The U.S. remains committed to longstanding cooperation with the Ecuadorian people and government and regrets any inconvenience this change causes.

U.S. Naval Forces Southern Command/U.S. Fourth Fleet, as U.S. Southern Command’s maritime component commander, remains committed to strengthening regional partnerships, fostering solidarity, and cultivating lasting friendships.

USCGC Vigorous Returns Home After 51-Day Counter-Migration Patrol in Windward Passage

From U.S. Coast Guard Atlantic Area, July 1, 2025

PORTSMOUTH, Va. – The crew of Coast Guard Cutter Vigorous (WMEC 627) returned to their home port in Portsmouth, Tuesday, following a 51-day patrol in the Windward Passage.

Vigorous deployed in support of Operation Vigilant Sentry to advance the primary missions of safety of life at sea and deterrence of illegal alien ventures in known transit zones. Vigorous' crew conducted maritime safety and security missions while protecting America's maritime borders from unlawful entry.

Vigorous conducted several consent-based interview boardings in the Canal de la Tortue, Haiti, a key transit zone between Haiti and points north. Vigorous also patrolled for Coast Guard Sector Key West and Sector Miami, which are crucial to deterring illegal activities and maintaining maritime domain awareness. Working with Department of Defense and Department of Homeland Security entities, Vigorous contributed to the disposition of 17 suspected smugglers and nearly 1,400 pounds

of cocaine with an estimated street value of $10 million.

Vigorous also honed its tactical proficiency through advanced boat tactics training alongside Coast Guard Cutter Campbell (WMEC 909). The crews conducted pursuit training, enhancing their interoperability and response capabilities in high-speed maneuvering situations. Additionally, they completed a towing exercise, further strengthening their collaborative efforts in maritime assistance and rescue operations.

In a demonstration of international partnership, the Vigorous worked with the Department of State to deliver critical boat supplies to the Haitian Coast Guard, bolstering their capabilities and strengthening maritime security cooperation in the region.

“The crew performed exceptionally well throughout this demanding patrol,” said Cmdr. Charles Bare, commanding officer of Vigorous. “Their dedication and professionalism enabled us to achieve significant operational successes, contributing directly to regional stability and interagency and international partnerships.”

DHS Operation Vigilant Sentry is a DHS-led operation comprised of federal, state and local partners responsible for preventing and responding to maritime migration. OVS, previously known as Homeland Security Task Force – Southeast, was established in 2003 and is comprised of more than 50 federal, state, and local agencies.

Vigorous is a 210-foot, Reliance-class medium-endurance cutter homeported in Portsmouth, Virginia. Its missions include search and rescue, maritime law enforcement, marine environmental protection, and homeland security operations in the Atlantic Ocean. The cutter falls under the command of U.S. Coast Guard Atlantic Area, which is based in Portsmouth, Viginia.

For more information on how to join the U.S. Coast Guard,

visit **GoCoastGuard.com** to learn about active duty, reserve, officer and enlisted opportunities. Information on how to apply to the U.S. Coast Guard Academy can be found **here**.

HII and Hitachi Lock In Multi-Year REMUS 300 UUV Production Agreement

From HII

POCASSET, Mass., July 1, 2025 (GLOBE NEWSWIRE) – HII (NYSE: HII) announced the order from Hitachi, Ltd. (Hitachi) for more than a dozen REMUS 300 small uncrewed undersea vehicles (SUUVs) under a program that will deliver the vehicles over multi-years.

HII's REMUS 300 platform is a modular, open-architecture SUUV

engineered for multi-mission adaptability and was the commercial basis for the U.S. Navy's Lionfish program.

The procurement by Hitachi builds on a long-standing relationship with Japan, an important U.S. ally in the Pacific region. The REMUS 300 platform is in service with several nations worldwide and offers critical interoperability with partner and allied forces.

"This procurement represents a key sale milestone for the REMUS 300 commercial program," said Duane Fotheringham, president of Mission Technologies' Uncrewed Systems business group. "We greatly appreciate the confidence Hitachi has placed in us. The success of our commercial REMUS 300 vehicles is a result of our work in the international markets and the high confidence our customers place in REMUS products. These vehicles deliver critical mine-hunting capabilities and flexible payload options to our allies and partners."

About the REMUS UUV

The REMUS UUV family delivers critical advantages across modern naval operations and the autonomous systems have been proven to operate independently or in conjunction with crewed platforms – such as *Virginia*-class nuclear submarines – to extend mission range, reduce detection risk and limit personnel exposure.

The REMUS open-architecture design allows rapid payload integration, enabling mission-specific configurations and future tech insertions – key factors in maintaining operational relevance and cost efficiency over time.

To date, HII has sold more than 700 REMUS vehicles to over 30 countries, including 14 NATO members. Notably, over 90% of REMUS units delivered in the past 23 years remain in service, demonstrating platform durability and lifecycle value – both critical in defense acquisition decision-making.

A photo accompanying this release is available at: http://hii.com/news/hii-and-hitachi-lock-in-multi-year-remus-300-uuv-production-agreement/.

Securing the Backbone: The Defense Industrial Base

PHOTO BY: Air Force Staff Sgt. Marco Gomez

By Ryan Caughill, President, Western New York Council, Navy League of the United States.

> *"You can't fight tomorrow's war with yesterday's plans."*

In the summer of 2018, I completed my internship at Moog Inc., one of the United States' premier defense contractors. My role was in Environmental Health & Safety, but my mission went deeper: I was tasked with modernizing and guiding emergency management planning across an organization that was deeply integrated into the Defense Industrial Base (DIB), and yet, lacked a dedicated emergency management function.

Like my time later at M&T Bank, this experience left a lasting impression. It showed me that even companies at the forefront of defense technology can have blind spots when it comes to continuity, resilience, and crisis preparedness.

[While this article isn't just about my singular experience, but a holistic and general overview,] that's what makes the Defense Industrial Base one of the most paradoxical critical infrastructure sectors in America: incredibly advanced, but dangerously lacking.

The Backbone Behind the Uniform

The Defense Industrial Base is more than just tanks, missiles, or aircraft. It's an expansive network of over 100,000 private companies that provide products, services, logistics, and technologies to support the U.S. military.

This includes:

- Weapons systems and munitions
- Aerospace components and military-grade software
- Advanced electronics and cyber capabilities
- Research and development institutions
- Transportation and supply chain networks
- Small manufacturers producing critical, often irreplaceable, parts

Some of these are Fortune 500 giants. Many are small, family-owned machine shops in rural communities. All are vital.

But here’s the problem: there is no unified resilience standard across the DIB. And that’s a problem hiding in plain sight.

The Vulnerabilities No One Wants to Talk About

During my time at Moog, I saw firsthand how emergency management often sits outside the core of DIB corporate culture. Not out of apathy, but due to the sheer scale and complexity of operations. Many companies have excellent safety and security programs, but few have comprehensive crisis management systems. Fewer still have trained emergency managers or business continuity professionals guiding cross-functional coordination across cyber, physical, and operational risks. This isn’t to say they don’t exist, I’ve met some, and they do a really great job.

That makes this sector vulnerable in ways most people don’t understand.

The DIB is:

- Extremely decentralized: A single failed supplier can halt delivery of critical weapons platforms.
- Highly classified: Cyber breaches can compromise national defense secrets, yet many companies, especially smaller ones, lack mature cyber defenses.
- Logistically fragile: Long-lead items, global supply chains, and just-in-time manufacturing leave little room for error.
- Resource-limited: Many smaller firms simply don’t have the bandwidth or expertise to build robust resilience programs.

Worse yet, we take it for granted that these companies — because of what they do — are already hardened. That’s not always true.

Why This Sector Isn't Taken Seriously – Until It's Too Late
The Defense Industrial Base occupies an odd place in the national consciousness. We respect the military. We fund the military. But we rarely consider who makes the military work.

The supply chains, R&D labs, fabrication shops, and logistics hubs that build and sustain America's warfighting capability are not invincible. And yet, the DIB isn't regularly treated like critical infrastructure in the traditional emergency management sense , even though it underpins our strategic deterrence, military readiness, and wartime surge capacity.

That disconnect has consequences. If a natural disaster, ransomware attack, insider threat, or geopolitical disruption strikes a key node in this ecosystem, the effects won't be immediate headlines. They'll show up months or years later when a military platform is delayed or compromised.

In an age of strategic competition with China and resurgent threats in Europe and the Middle East, that delay could mean the difference between deterrence and disaster.

Strengthening the Arsenal of the Republic
If we want the DIB to remain viable, competitive, and secure, we must elevate resilience as a strategic imperative, not an afterthought.

At the Federal Level:

- The DoD must go beyond cybersecurity compliance and require holistic emergency management, business continuity, and crisis communications programs for Tier 1 and Tier 2 contractors
- Congress should fund regional DIB resilience initiatives and technical assistance hubs to help small firms build preparedness capacity
- DIB firms must be integrated into DHS-FEMA and CISA exercises, not treated as isolated contractors

In the Private Sector:

Contractors should invest in full-time emergency managers or resilience officers, especially at multi-site operations
Continuity of Operations plans (COOP) must be tested regularly and integrated across functions – especially cyber, facilities, HR, and production
Leadership should prioritize exercises and scenario planning, particularly for cyber-physical convergence threats

Across the Supply Chain:

Vendors must be mapped and tiered by criticality, with redundancy plans in place for sole-source dependencies.
Smaller manufacturers should be given access to resilience toolkits and grant-supported planning assistance.

For the Defense Community:

Collaboration must improve across DoD, DHS, and the intelligence community to identify emerging threats to the DIB
Emergency management professionals should be embedded, or a partner, in acquisition planning and supplier vetting
The public and political class must recognize that defense readiness includes domestic resilience

Resilience is Readiness
The Defense Industrial Base is one of the quietest, but most consequential, sectors in the nation's infrastructure portfolio. You don't see it in parades. But it's there in every missile defense test, every jet engine, every encrypted radio, and every armored vehicle.

If we allow it to weaken, structurally, logistically, or digitally, we erode not just our defense capability, but our credibility.

We cannot afford to wait for crisis to realize that the arsenal of our Republic isn't just built on innovation or

budgets.

It’s built on resilience.

These challenges aren’t theoretical, they’re unfolding in real time. Delays in the F-35 rollout, the Navy’s struggles and eventual cancellation with the Littoral Combat Ship (LCS) program, and schedule slippages in the next-generation aircraft carriers, guided missile frigates, and Columbia-class ballistic missile submarines all point to a sector under immense strain. While these issues stem from a mix of design complexity, funding cycles, and industrial bottlenecks, one thing is clear: the Defense Industrial Base cannot afford additional disruption.

A well-funded, well-placed crisis management function, integrated at both the facility and enterprise level, won’t solve design flaws or procurement hurdles, but it can absorb shock, accelerate recovery, and ensure continuity when disaster strikes. In a sector already grappling with compounding risks, crisis management isn’t a luxury, it’s a strategic buffer against the unpredictable threats of 21st century warfare.