



ACQUISITION
AND SUSTAINMENT

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

JUL 17 2020

Dear Defense Industrial Base Workforce:

We in the Department of Defense would like to express our sincerest appreciation for your commitment to and focus on maintaining the Nation's defense industrial base. You are our everyday heroes and we thank you.

As Secretary Esper mentions in his short video that can be viewed on [defense.gov](https://www.defense.gov), "You've worked hard to preserve engineering and manufacturing operations, keep our supply chains functioning, and maintain our ships and aircraft." Every frontline worker plays an integral role for the Nation and our partners and allies. As our competitors seek to use this moment of uncertainty to their advantage, it is your unwavering commitment that has helped us support the Warfighter, modernize the force, and preserve readiness.

Across the Department, we have taken steps to help businesses—big and small— withstand the uncertainty associated with the current national emergency. At every leadership level within DoD, we have made important policy changes to mitigate impacts by speeding up payments to increase cash flow and taking steps to provide personal protective equipment, where possible, among many other efforts.

Secretary Esper puts it best, "Thanks to you, we are able to continue to execute our national security missions and maintain our military superiority." We will continue to serve alongside you, helping in every way we can. Together we will persevere and emerge stronger than before.

Sincerely,

A handwritten signature in black ink, appearing to read "Ellen M. Lord", is positioned above the printed name.

Ellen M. Lord