Detroit Arsenal Questionnaire Answers

A1: Michigan was once the Arsenal of Democracy, and we need to bring that legacy back. I believe this starts with investing in the skilled trades and building the workforce defense manufacturing depends on, which is why literacy and skilled trades have been a key part of my U.S. Senate campaign. Protecting and expanding Michigan's defense industrial base and heavy manufacturing (particularly in Wayne, Oakland, and Macomb) will be a top priority from day one in office.

During my time in Congress and as Chairman of the House Permanent Select Committee on Intelligence, I fought for appropriations for defense and aerospace manufacturers and worked to shield American critical infrastructure and manufacturers from intellectual property theft by foreign actors, specifically China. Now, as adversarial nations like Russia, China, and Iran become increasingly aggressive, securing our domestic supply chains and investing heavily in Michigan's defense and aerospace manufacturing industry is more critical than ever. Rising energy costs, skilled workforce shortages, and insufficient infrastructure for small, innovative companies to scale have created an environment that makes expanding our capabilities incredibly difficult. It doesn't have to be this way.

Once elected, I will work to provide appropriations and incentives to startups and small-scale manufacturers to help alleviate the challenges these companies face as they work toward commercialization. That effort may also create new opportunities to reduce reliance on single-source components by expanding the market and increasing production capacity. I also plan to expand on my previous efforts to re-shore manufacturing, protect defense supply chains, and harden security for American companies to better defend against property theft from adversaries. Significant federal and private investment to modernize production lines and increase capacity is also a top priority.

Michigan continues to lose ground in this sector as states with more competitive business environments attract defense and aerospace companies. There is no reason Michigan can't lead the nation in aerospace and defense manufacturing. I'll communicate progress the same way I always have: transparently and eager to listen to new ideas from the Michiganders and industries doing the work.

A2: Detroit Arsenal is a vital part of Michigan industry. It's an important partner in the modernization of our military - one that has been stifled by unnecessary overregulation. As former Chair of the House Intelligence Community, I know that maintaining our military's advantage is not only about buying new equipment, but also increasing investment in research and our state's workforce. I'll work with the Department of War to make sure our annual defense appropriations include items that support the mission of the Detroit Arsenal and the more than 6,000 Michiganders who keep it moving.

A3: As Chairman of the House Intelligence Committee, I focused on making smart, strategic investments that strengthened our nation's defense and intelligence capabilities, the kind of

investments that build up our industrial base rather than hollow it out. That experience shapes how I'd approach this question: I don't believe there's a reasonable justification for cuts that weaken Michigan's defense jobs, industrial base, or military readiness without a clear, public case for why. Before I'd support any major organizational change, I'd need concrete answers: what specific capability gap it solves, what it costs Michigan in jobs and expertise, and what safeguards exist to protect the workers and businesses who'd be affected. If a change can't clear that bar, I won't support it. And in scenarios where our industrial base and readiness are genuinely at risk – more investment is needed, not less.

A4: The most important thing is modernizing our military equipment and training as we prepare for new forms of warfare. Last month I visited a satellite tracking facility in the Upper Peninsula, training students on our defense capabilities in space, the next frontier in national security. We have to keep supporting active installations like Camp Grayling and Selfridge ANGB, and the industrial base that keeps our military running.

That base runs deep in our history. The Saginaw River region once built ships for the U.S. Navy, including destroyer escorts during World War II. We should be rebuilding that shipbuilding capacity today, not watching it disappear.

We also can't keep falling behind neighboring states. Indiana was just named one of only two new national drone testing sites in the country, bringing jobs and defense investment their way. Michigan has the manufacturing base and workforce to compete for opportunities like that, and we should be fighting for them.

A5: Selfridge is the one I hear about every time I'm in Macomb County. We've already won the fight to bring F-15EX fighters and KC-46 tankers to replace the A-10 mission there, but the real risk now is a gap: Washington pulling the A-10s out early before the F-15EX squadron actually arrives in 2028. I spent years on the House Intelligence Committee working directly with Pentagon and Air Force leadership, I know how these basing decisions get made and who makes them, and I'll use those relationships to make sure Selfridge doesn't lose a single A-10 before its replacement is ready to fly, and that the infrastructure upgrades keep moving so 2028 actually happens on schedule.

Camp Grayling is the other one. It's already the largest National Guard training facility in the country, and the All-Domain Warfighting Training Complex there is exactly the kind of modern, large-scale training ground the military needs more of, not less. I'll fight to keep that investment growing and push to bring in more joint and international training exercises, which means jobs and relevance for Grayling for decades to come.

A6: We need to expand opportunities for smaller and midsize manufacturers. I'll fight to strengthen Michigan's APEX Accelerator network, the program that exists specifically to help small businesses navigate federal contracting, and push to get our Office of Defense and Aerospace Innovation the resources it needs to put Michigan manufacturers directly in front of Pentagon decision-makers. I'll also work to cut through the red tape in the federal contracting process itself, because right now it's built for giant defense primes, not a fifty-person shop in

Saginaw or Grand Rapids trying to compete. My goal is simple: grow the total value of defense contracts flowing to Michigan businesses, and I'll track and report that progress publicly so people can hold me to it.

A7: Yes, I'd support anything that gives our defense manufacturers more stability and keeps production right here in the United States. We need to fund industrial-base capacity and sustainment for the suppliers that are hardest to replace quickly, because the Department of War can't afford to lean on just one or two sources for something this critical to our national security. There are a lot of Michigan companies whose livelihoods depend on that relationship with the Pentagon. As someone who worked on an assembly line myself, I know firsthand the kinds of obstacles that come up in day-to-day operations, the things that look simple on paper and aren't. Building real relationships between government and the companies doing this work in Michigan is how we get our state back on track.

A8: We should start treating the defense workforce as a national security issue, because it is. A state-of-the-art facility with all the bells and whistles is great, but if you don't have a trained workforce to run the machines and manage the output, you essentially have nothing. That starts in our classrooms. I've made it a priority to put shop back in every high school in Michigan, giving kids hands-on exposure to the skilled trades early, so they see a real, viable path into manufacturing and defense work instead of being pushed toward college debt as the only option. From there, we need real partnerships between schools, manufacturers, and defense companies, so students can move directly from the classroom into apprenticeships, and from apprenticeships into good-paying careers that keep them right here in Michigan. My goal is simple: grow the number of Michigan students entering skilled-trades and defense-manufacturing pipelines every single year I'm in office, and build a workforce that matches the investment we're making in our industrial base.

A9: National security isn't a talking point for me – it's been the throughline of my career. As Chairman of the House Permanent Select Committee on Intelligence, I had direct oversight of the agencies that keep this country safe, and I used that position to fight for Michigan whenever I could. One concrete example: I secured $2.6 million for Peckham Industries in Lansing to produce a Cold Weather Layering System for the U.S. Marine Corps, along with funding for a Multi-Climate Protection System for Navy and Marine Corps aircrews, work that kept skilled Michigan workers employed while getting our troops gear they actually needed. As Chairman, I also sponsored the Intelligence Authorization Act for Fiscal Year 2014, H.R. 3381, and led the Committee's oversight of cyber threats from adversaries like China and Russia before most of Washington was taking it seriously, including early warnings about Chinese efforts to steal American intellectual property from industries like Michigan's auto sector. After leaving Congress, I spent the next decade building cybersecurity companies in the private sector, protecting American businesses from those same threats. That's a perspective few people running for this seat can claim: I've written the policy, run the oversight, and done the work myself.

A10: National security has run through everything I've done in public life, and that won't change in the Senate. My first 100 days will be about establishing accountability and getting my office's legislative work moving immediately. Within my first year, I intend to introduce legislation for a new or expanded military mission, testing capability, military-construction project, or major defense-industrial investment in Michigan, starting with expanding Selfridge's mission set and leveraging Camp Grayling and Alpena's National All-Domain Warfighting Center for more testing and training. Michigan already has nearly 148,000 acres of training space at Camp Grayling, that's a serious asset we're not using to its full potential. My Legislative Director will be responsible for driving this work and keeping Michigan's defense priorities front and center.