



DEFENSE INNOVATION UNIT
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17 AUG 2026

MEMORANDUM FOR ALL DEFENSE INNOVATION PARTNERS

SUBJECT: Establishment of the Bridge Program

For more than a decade, DIU has rapidly prototyped capabilities and collapsed contracting timelines. Delivering prototypes quickly is no longer good enough. Too much promising technology falls victim to bureaucratic delays, or dies altogether in the endless clearance, authorization, budgeting cycle before it reaches the frontlines. That ends today.

I am authorizing the stand-up of a new business unit, the Bridge Program, tasked with raising the probability of adoption by deepening transition. Our mandate is clear: assist the military services by eliminating critical bottlenecks—security clearances, access to classified spaces, technology accreditations, and testing.

Sarah Pearson will lead Bridge. She will drive a commercial-first strategy to implement the novel approaches the Department demands. Within one year, we will open co-use classified facilities nationwide, slash cyber authorization timelines by half, and enable agile, end-to-end testing capabilities for young companies desperate to demonstrate.

We are in a new era. Transition no longer ends with the success memo. This era will be defined by making commercial capabilities easily accessible, so the Services may quickly transition and scale for the battlefield. In modern combat, the advantage belongs to those who adopt, and adapt, fastest.

A handwritten signature in dark ink, appearing to read "Owen West", is positioned above the printed name.

Owen West