



DEPUTY SECRETARY OF WAR
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

AUG 04 2026

MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP
COMMANDERS OF THE COMBATANT COMMANDS
DEFENSE AGENCY AND DOW FIELD ACTIVITY DIRECTORS

SUBJECT: Establishment of the Force Agility and Streamlining Team

I hereby direct the establishment of the Force Agility and Streamlining Team (FAST) within the Office of the Under Secretary of War (Comptroller)/Chief Financial Officer of the Department of War (USW(C)). Eliminating waste and inefficiency remains a warfighting imperative. The FAST will serve as the foundation of an enduring institutional mechanism to advance this imperative across the Department.

The FAST shall be led by a Director who reports directly to the USW(C), who shall provide direction, oversight, and administrative support for the FAST.

The Director, FAST, in coordination with the Secretaries of the Military Departments, the Principal Staff Assistants, the Chairman of the Joint Chiefs of Staff, and the Directors of the Defense Agencies and DoW Field Activities, shall promote a culture of cost awareness and fiscal responsibility; recommend elimination, realignment, or modification of wasteful, inefficient, and duplicative programs and processes; and ensure Department resources are aligned to warfighting priorities. Establishment of the FAST will strengthen the Department's alignment with my warfighting priorities, efficiency objectives, and support the elimination of unnecessary bureaucracy.

A large, stylized handwritten signature in blue ink, likely belonging to the Deputy Secretary of War, is positioned to the right of the main text block.



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