Attachment 2
DIU OnRamp Hub FY26 Statement of Work

1. Background

1.1 Introduction

The Defense Innovation OnRamp Hubs play a critical role in the Defense Innovation Unit's (DIU) mission to accelerate the adoption and transition of commercial technologies to deliver warfighting advantage. As part of a unified Department of War (DoW) innovation ecosystem, OnRamp Hubs connect validated operational problems with commercially developed solutions and enable the rapid delivery of capabilities to the warfighter.

By providing a clear and streamlined path for funders, founders, and talent—particularly those developing commercial and dual-use technologies—to engage with the DoW, OnRamp Hubs reduce barriers to entry and eliminate fragmented points of access. In doing so, they embody DIU's physical "local front door" to the private sector, academia, and military partners, creating a direct pathway for industry to contribute to mission-critical needs.

Aligned with DIU's role as DoW's field activity for commercial technology adoption, OnRamp Hubs support the identification, assessment, and transition of scalable, market-ready solutions. These efforts prioritize technologies that deliver impact at the intersection of speed, scale, and lethality, enabling faster decision-making and the rapid delivery of capabilities to the warfighter.

1.2 Mission Statement

The OnRamp Hub program is a network of open front doors to quickly identify and evaluate commercial technologies for warfighter needs. Individual OnRamp Hubs serve as centers of gravity within their regions facilitating interactions between the DoW, industry, and academia that result in rapid advances in military capability.

2. OnRamp Hub Standardized Services

Standardized Services represent a core set of uniform offerings that each OnRamp Hub will implement to ensure consistency, quality, and scalability across the national network. These services establish a common program model that enables all OnRamp Hubs to deliver high-value support to founders, technologists, and mission partners while maintaining alignment with program objectives.

Collectively, these services function together as an integrated funnel of engagement and advancement, designed to attract, assess, develop, and transition commercial capabilities into DoW applications. At the top of the funnel, broad-based activities—such as marketing, outreach, intake, and initial ecosystem engagement—generate a wide and diverse pipeline of companies and technologies. These early-stage engagements reduce barriers to entry and create accessible pathways for nontraditional and dual-use companies to participate in the defense innovation ecosystem.

As companies progress through the funnel, they receive increasingly targeted support through structured services that refine readiness, translate mission needs and commercial capabilities into aligned applications, and prepare technologies for meaningful engagement with mission partners.

At the most advanced stage of the funnel, services focus on alignment, validation, and transition – ensuring that high-potential technologies are rigorously evaluated, de-risked, and positioned for pilots, contracts, and operational deployment.

By providing structured, sequential offerings within this model, the program ensures that key capabilities are delivered consistently regardless of OnRamp Hub location or maturity. This approach also enables efficient sharing of best practices, program resources, and performance metrics across all locations, strengthening the overall innovation ecosystem and improving the ability to identify, support, and deliver tangible lethal capabilities to the warfighter at speed and scale.

OnRamp Hubs shall execute all Standardized Services in alignment with program-defined playbooks, standard operating procedures (SOPs), and implementation of guidance established by DIU and ARI. These playbooks and SOPs provide a consistent framework for service delivery across the national network, ensuring quality, repeatability, and alignment with program objectives.

Playbooks and SOPs will be iteratively refined over time to reflect lessons learned, evolving mission priorities, and programmatic improvements. OnRamp Hubs are expected to adhere to current guidance while actively contributing insights and feedback to support continuous improvement of these resources.

The following services represent the core delivery mechanisms:

2.1 Technology Ecosystem Intelligence (Commercial & Mission Partners)
OnRamp Hubs will maintain continuous awareness of the regional and national innovation ecosystem to identify, understand, and track commercial and dual-use technologies relevant to DoW priorities. This function represents an ongoing operational expectation and foundational capability of the OnRamp Hub, rather than a discrete, time-bound service offering.

Through proactive engagement with startups, industry, academia, and other ecosystem stakeholders, OnRamp Hubs will develop and sustain a dynamic, data-informed understanding of local and extended technology landscapes. This includes maintaining a continuously updated repository of companies, capabilities, and emerging technologies that may be relevant to current or future mission needs.

This capability enables OnRamp Hubs to “know their players” within the ecosystem and serves as the data foundation for all downstream standardized services, ensuring that mission-driven activities are informed by real-time, localized, and actionable intelligence.

Includes:

- Ongoing ecosystem engagement and relationship development
- Identification and cataloging of companies, technologies, and capabilities
- Maintenance of a structured, searchable dataset of ecosystem participants
- Continuous data capture aligned with Digital Backbone requirements
- Monitoring of emerging technologies and regional innovation trends

Expected Outcomes:

- Comprehensive and current understanding of ecosystem capabilities
- Established and continuously refined pipeline of companies and technologies
- Reliable dataset to support mission-driven scouting, assessment, and alignment activities

Outputs / Deliverables:

- Continuously maintained ecosystem database or repository
- Periodic ecosystem landscape summaries or updates
- Data inputs to Digital Backbone systems and reporting

2.2 Defense Market Education (Commercial & Mission Partners)

OnRamp Hubs will deliver structured, facilitated educational engagements that serve as a primary top-of-funnel mechanism for pipeline generation, insight development, and ecosystem alignment. These engagements bring together commercial companies, mission partners, venture capital, and subject matter experts to address DoW priorities.

The primary value of this service is guided facilitation, enabling purposeful dialogue, knowledge exchange, and problem framing across stakeholders who do not typically engage directly. Through these engagements, OnRamp Hubs will surface mission-relevant technologies, identify emerging solutions, and generate actionable insights that inform downstream scouting, assessment, and transition activities.

Activities under this service are not conducted as standalone or ad hoc events. Instead, they are intentionally designed and executed as part of a cohesive educational engagement strategy that supports pipeline ingestion and aligns with mission needs. Engagements may include workshops, facilitated discussions, and mission-informed sessions, each structured to produce defined outcomes and contribute to the broader OnRamp Hub funnel.

Program Events shall be strategically planned and executed to maximize impact and support standardized service delivery rather than event volume. Unless otherwise approved by DIU or ARI, OnRamp Hubs should plan approximately one (1) to two (2) program events per quarter. These events shall align with identified mission priorities, contribute to pipeline development, support measurable program outcomes, and be coordinated across the OnRamp Hub network to maximize reach, minimize unnecessary overlap, promote an intentional cadence of engagement, and utilize hybrid event formats whenever possible.

Insights, outputs, and materials generated through Defense Market Education engagements will be captured, documented, and incorporated into a digital repository, creating a reusable knowledge base that supports ongoing learning, ecosystem awareness, and future mission-driven activities across the OnRamp Hub network.

Includes:

- Design and execution of facilitated engagements, workshops, and mission-informed sessions aligned to DoW priorities designed to demystify working with the DoW
- Guided facilitation of discussions involving commercial companies, mission partners, venture capital, and subject matter experts that tangibly lower barriers to entry to work with DoW
- Engagements and targeted forums focused on DoW priority topics and operational challenges
- Support mission partner development of problem framing and topic areas to guide structured dialogue and engagement
- Identification and engagement of participants aligned to mission needs and ecosystem priorities
- Capture and documentation of insights, discussions, and identified opportunities
- Integration of engagement outputs into Digital Backbone systems and a centralized knowledge repository

Expected Outcomes:

- Increased awareness and understanding of DoW priorities, challenges, and opportunities across the ecosystem
- Generation of a qualified pipeline of companies and technologies aligned to mission needs
- Identification of high-potential participants and solutions for downstream services within the OnRamp Hub funnel
- Strengthened cross-sector collaboration and reduced silos across stakeholders
- Development of actionable insights to inform scouting, assessment, and validation activities

Outputs / Deliverables:

- Execution of facilitated engagements, workshops, and structured sessions that grow and educate the National Security Industrial Base
- Event and engagement summaries capturing key insights, participants, and identified opportunities
- Documentation of pipeline inputs generated through engagements, including companies and technologies identified
- Captured outputs and materials incorporated into a digital repository or knowledge base
- Tracking participant engagement and progression into subsequent OnRamp Hub services

2.3 Mission-Focused Technology Scouting (Mission Partners)

Building on insights and pipeline generated through facilitation and ecosystem engagement, OnRamp Hubs will execute targeted, time-bound technology scouting efforts in response to defined DoW mission needs, operational problem sets, or demand signals. This service represents a formalized product offering that leverages ecosystem intelligence to identify and deliver mission-relevant technologies and companies aligned to specific requirements.

Mission-Focused Technology Scouting engagements begin with a clearly defined need from a mission partner and conclude with the delivery of a curated, validated set of technologies and companies, along with supporting data to inform decision-making, further evaluation, or transition activities.

This service is distinct from ongoing ecosystem engagement and is designed to provide mission partners with actionable, data-driven results that can be directly utilized in downstream activities such as assessment, validation, and acquisition. Prioritization will be given to mission partners with funding and intent to purchase.

Includes:

- Engagement with mission partners to define requirements, constraints, and success criteria
- Targeted identification of companies and technologies aligned to specific mission needs
- Leveraging ecosystem intelligence and external networks to source relevant solutions
- Initial screening and prioritization of identified technologies
- Documentation and tracking of engagement from initiation through delivery

Expected Outcomes:

- Rapid identification of mission-relevant technologies and companies
- Increased alignment between mission needs and available commercial capabilities
- Improved decision-making for mission partners through structured, data-driven outputs

Outputs / Deliverables:

- Technology scouting reports aligned to defined mission needs
- Curated lists of companies and technologies with supporting data and rationale
- Documentation of scouting process, including sources, screening criteria, and outcomes
- Data capture and tracking from engagement initiation through completion

2.4 Defense Readiness Assessment (Commercial Partners)

OnRamp Hubs will conduct structured assessments to evaluate a company's alignment with DoW mission needs, identify capability and readiness gaps, and define actionable pathways for transition into DoW applications. These assessments are focused on technology relevance, operational applicability, and transition potential, rather than general business development or procurement readiness.

This service serves as a critical mid-stage function within the OnRamp Hub funnel, refining companies identified through initial engagement and preparing high-potential technologies for deeper alignment, validation, and transition support.

Translation of mission needs and commercial capabilities is a cross-cutting function embedded throughout these services, ensuring alignment between operational requirements and available technologies at each stage of the funnel.

Includes:

- Transition pathway mapping and strategy development
- One-on-one mentoring and advisory support
- Technology Readiness Level (TRL) and Manufacturing Readiness Level (MRL) assessments
- Customer identification and alignment (DoW-focused)
- DoW funding landscape analysis
- DoW needs and requirements analysis
- Supply chain analysis
- Translation of commercial technology to DoW-relevant problem sets
- Leveraging ecosystem partners for expertise and support
- Translation of commercial technologies into mission-relevant applications and operational use cases

Expected Outcomes:

- Companies gain clarity on DoW requirements, expectations, and engagement pathways
- High-potential technologies are identified, prioritized, and positioned for transition
- Capability and readiness gaps are clearly defined and actionable

Outputs / Deliverables:

- Company assessment report or scorecard
- Identification of key capability and readiness gaps (e.g., top 10 gaps per company)
- Defined transition pathways aligned to DoW requirements

2.5 Mission and Resource Alignment (Mission Partners)

OnRamp Hubs will serve as the central coordination mechanism that aligns mission needs, available resources, and validated commercial capabilities to enable actionable transition pathways.

This capability functions as a “center of gravity” for mission alignment, providing a comprehensive view of operational requirements, stakeholder priorities, funding availability (including “color of money”), and relevant commercial solutions. Through this role, OnRamp Hubs will actively break down silos across mission partners, portfolios, and stakeholder communities, ensuring that similar or overlapping needs are identified, coordinated, and addressed more efficiently.

OnRamp Hubs will leverage structured data inputs—including mission partner demand signals, commercial partner intake, and ecosystem intelligence—to develop a **c**ommon operating picture that supports informed decision-making. This includes identifying where mission needs align across organizations, where resources can be shared or coordinated, and where opportunities exist to accelerate transition through collaboration.

By aligning needs, resources, and capabilities, OnRamp Hubs enable more efficient use of funding, reduce duplication of effort, and increase the likelihood of successful transition into pilots, contracts, or operational deployment.

Includes:

- Alignment of mission needs with available funding sources, authorities, and acquisition pathways (including identification of “color of money”)
- Identification and coordination of overlapping or similar mission requirements across stakeholders
- Support the development and maintenance of a common operating picture of mission needs, technologies, and resources
- Integration of data from commercial partner intake, mission partner demand signals, and ecosystem intelligence
- Engagement with mission partners, portfolios, and stakeholders to position and advocate for relevant technologies and solutions
- Facilitation of coordination across organizations to enable shared resources, cost-sharing opportunities, and collaborative execution
- Support to broader DIU efforts through data sharing, insights, and alignment activities

<u>Expected Outcomes:</u>

- Improved alignment between mission needs, available resources, and commercial capabilities
- Increased visibility into funding pathways and resource availability to support transition
- Reduction of duplicative efforts through identification of overlapping requirements and coordination across stakeholders
- Increased transition of technologies into pilots, contracts, and operational deployment
- Strengthened coordination and execution across mission partners and DIU portfolios

<u>Outputs / Deliverables:</u>

- Curated and validated pipeline of companies and technologies aligned to mission needs and funding pathways
- Documentation of aligned mission requirements, stakeholders, and resource pathways
- Tracking of pipeline progression, including advancement toward pilots, contracts, or operational deployment

- Data inputs and updates to Digital Backbone systems supporting a common operating picture
- Summaries of coordination activities, including identified opportunities for collaboration, cost-sharing, and resource alignment

2.6 Technology Validation (Commercial & Mission Partners)
OnRamp Hubs will deliver a structured Independent Verification and Validation (IV&V) capability that represents the culminating stage of the OnRamp funnel, providing a mission-aligned pathway for commercial technologies to be assessed in operationally relevant environments. This capability is designed to generate independent, credible performance data that reduces acquisition risk and accelerates the delivery of tangible lethal capabilities to the warfighter at speed and scale.

This IV&V product line positions the OnRamp Hubs as trusted intermediaries between commercial companies, mission owners, and test infrastructure, enabling coordinated access, execution, and evaluation of technology performance under real-world conditions.

Technologies entering IV&V are informed by current mission needs , ensuring validation activities focus on solutions with strong mission relevance and transition potential.
The IV&V product line is executed through the following services:

2.6.1 Test Capability Access
Facilitation of access to commercial and government-affiliated test infrastructure, enabling mission owners and companies to evaluate technologies in operationally relevant environments that may otherwise be difficult to access.

This capability enables commercial companies to access critical test infrastructure without the burden of independently navigating fragmented systems, thereby accelerating research, development, and readiness. For government stakeholders, it maximizes return on investment (ROI) of existing infrastructure by increasing utilization and throughput, while enabling more efficient evaluation of emerging technologies aligned to mission priorities.

Expected Outcomes:
- Reduced barriers to entry for commercial companies
- Optimized use of available test infrastructure resources
- Faster identification of viable technologies aligned to mission needs

Expected Outputs/Deliverables:
- Executed facility access agreements
- Reports on utilization of test infrastructure by companies and mission owner

2.6.2 Post Validation Transition Support

Post-validation support to connect demonstrated technologies to appropriate acquisition pathways, contracting opportunities, and program offices, facilitating conversion from validated performance to operational adoption.

This capability increases the likelihood that commercial participants realize a return on investment (ROI) from IV&V activities by improving their ability to secure follow-on opportunities. For government stakeholders, it accelerates the transition from validated capability to acquisition and fielding, reducing the gap between technology identification and operational deployment.

Expected Outcomes:

- Increased contract conversion rates for validated technologies
- Strengthened relationships between companies and program offices

Expected Outputs/Deliverables:

- Contract pathway recommendations
- Identification of relevant contract opportunities

3. Facility Requirements

OnRamp Hubs will provide a dedicated collaboration space that clearly establishes the OnRamp Hub as a visible and accessible “local front door” for engagement on behalf of the DoW and DIU.

The space should function as a convening environment that supports programming, collaboration, mentoring, and ecosystem engagement.

3.1 Identity and Accessibility.

OnRamp Hubs will include permanent DIU OnRamp Hub branding at the entrance, a defined customer journey to the dedicated space, and with no other brands in the dedicated space. The space shall be open and accessible during regular business hours Monday through Friday in accordance with DoW guidelines.

The facility shall be designated and operated in a manner that minimizes security vulnerabilities and aligns with Antiterrorism/Force Protection (ATFP) considerations, including appropriate awareness and management of access, visitors, and overall facility risk.

3.2 Reliable and High-Speed Internet Connectivity

OnRamp Hubs will ensure seamless operations and collaboration, especially for activities relying on cloud-based services and video conferencing for multiple employees.

3.3 Flexible and Adaptable Workspace

OnRamp Hubs will maximize the use of space and facilitate the execution of activities and events utilizing the following:

- Modular Furniture: Easily reconfigurable for various needs

- Variety of Workspace Options: Collaborative areas, individual desks, meeting rooms, and telephone booths
- Seamless Technology Integration: Readily available power and display connections
- Space must be able to accommodate 100 person events on occasion

3.4 Collaboration and Communication Tools

OnRamp Hubs will facilitate effective communication and knowledge sharing with:

- Video Conferencing Equipment: High-quality equipment in meeting room
- Presentation Tools: Wireless screen sharing, interactive whiteboards

3.5 Branding and Aesthetics

OnRamp Hubs shall establish a professional, visually cohesive, and recognizable environment that reflects and enhances the identity of DIU and DoW. The space should be designed to convey credibility, accessibility, and innovation. This includes:

- OnRamp Hub Branding: Consistent, permanent branding elements displayed throughout the dedicated space, with no other organizational branding present within the OnRamp Hub environment
- Modern Design: An inviting, well-designed space that is conducive to collaboration, creativity, and innovation

4. Personnel Requirements

OnRamp Hubs will provide full-time, dedicated key personnel responsible for executing local OnRamp Hub operations and serving as the primary presence on behalf of the DoW and the Defense Innovation Unit (DIU).

To avoid conflicts of interest and ensure an appropriate level of program support, key personnel shall be fully dedicated to the OnRamp Hub, reside within the local area, and shall not serve in similar roles across other programs or organizations.

4.1 Minimum Required Staffing

OnRamp Hubs shall provide a minimum of four (4) full-time equivalent (FTE) key personnel. Required roles include:

- OnRamp Hub Managing Director: This senior position carries the overall responsibility for the Hub's success. The Managing Director provides strategic leadership, sets the overall direction for OnRamp Hub operations, manages the entire local team, and is the principal point of contact for high-level stakeholder engagement, including senior DoW/DIU leadership, regional government, and major industry partners. This role requires extensive experience in technology commercialization, innovation ecosystems, and strategic management.
- OnRamp Hub Program Manager: This role is responsible for the meticulous day-to-day program operations, ensuring the seamless execution of all OnRamp Hub activities, events, and engagement efforts. The Program Manager manages resource allocation, tracks performance metrics, maintains operational continuity, and is responsible for all required reporting and administrative compliance. This position serves as the operational backbone of the OnRamp Hub. Assist in

targeted tech scouting and provide data-driven analysis to inform DIU's investment and partnership decisions. They are responsible for driving pipeline development and ensuring that the OnRamp Hub is deeply integrated into the local innovation community.

- OnRamp Hub Ecosystem Engagement Lead: This individual is tasked with developing, executing, and sustaining comprehensive outreach and engagement strategies. Their primary focus is cultivating relationships with the diverse set of local ecosystem stakeholders, including startups, venture capital firms, academia, non-profit organizations, and technology accelerators. This individual will manage the technical review process and conduct targeted scouting missions based on mission area requirements.

4.2 Additional Recommended Staffing

Additional dedicated personnel may be proposed to support program execution, including but not limited to:

- OnRamp Hub Marketing Professional: Responsible for developing and executing a strategic communication plan, managing the OnRamp Hub's local and digital presence, developing promotional materials, and coordinating all public affairs and media relations to amplify the Hub's mission and impact
- OnRamp Hub Data Manager: Tasked with maintaining robust data collection systems, ensuring the integrity and security of program data, and generating comprehensive reports and analyses on key performance indicators (KPIs) and programmatic outcomes for both the OnRamp Hub and DIU leadership

4.3 Personnel Requirements

- Key personnel shall work onsite within the OnRamp Hub dedicated space during regular business hours
- Key personnel shall clearly identify themselves as OnRamp Hub personnel through visual identifiers (e.g., nametags, branded apparel), official titles, and standardized email signature blocks
- Additional personnel, whether full-time or part-time, may be proposed to support program delivery. These personnel are expected to be local to the OnRamp Hub, with exceptions considered on a case-by-case basis depending on role and function

5. Shared Investment Requirement

The OnRamp Hub shall provide a minimum non-federal cost share equal to at least ten (10) percent of the total award amount. This shared investment may be satisfied through a combination of cash and allowable in-kind contributions.

The recipient shall identify the anticipated sources of non-federal funds that will be used to meet this requirement and provide a brief description of how those resources will support the implementation and execution of the OnRamp Hub.

In-kind contributions may include, but are not limited to, personnel time, facilities, equipment, or other resources directly supporting program activities, provided they are allowable, allocable, and reasonable in accordance with applicable federal cost principles.

6. Communications

OnRamp Hubs will adhere to all DoW communications regulations and DIU brand guidance. All communications materials, messaging, and external engagements shall be aligned with DIU standards to ensure consistency, accuracy, and professionalism across the national network.

OnRamp Hubs will coordinate with DIU on the development and dissemination of communications related to program activities, including success stories, events, partnerships, and ecosystem engagement efforts. Communications shall reflect the strategic objectives of the program and reinforce the OnRamp Hub's role as a visible and accessible "local front door" to the defense innovation ecosystem.

OnRamp Hubs will support ongoing communications alignment efforts across the network by participating in ARI-led communications meetings, trainings, and established cadence activities. OnRamp Hubs will utilize standardized templates, messaging frameworks, and approved communication channels where applicable.

OnRamp Hubs shall coordinate planned program events through the national program's designated event coordination process and maintain current event information using the approved event management mechanism. This coordination supports network-wide visibility, communications planning, and the strategic alignment of OnRamp Hub activities across the national network

OnRamp Hubs will ensure that all communications are timely, accurate, and aligned with program priorities, and will maintain consistency in branding, tone, and messaging across all platforms.

6.1 Marketing and Intake

OnRamp Hubs will execute structured marketing, outreach, and intake activities to identify, attract, and facilitate engagement with commercial and dual-use companies within the defense innovation ecosystem. These activities serve as the primary mechanism for building and maintaining a qualified pipeline of companies aligned with DoW priorities.

OnRamp Hubs will conduct ecosystem engagement activities, including targeted outreach, communications campaigns, and introductory programming to increase awareness of DoW opportunities and reduce barriers to entry for nontraditional and dual use companies. Intake activities will include initial screening to align companies to mission areas and program priorities.

These efforts are intended to generate a broad and diverse pipeline of companies, which will subsequently be assessed, developed, and transitioned through the OnRamp Hub's standardized services.

OnRamp Hubs will track and report the effectiveness and impact of their marketing and communication activities in accordance with Digital Backbone and reporting requirements, including the number of companies engaged and incorporated into the program pipeline.

7. Travel

OnRamp Hubs will conduct travel in a manner that supports program objectives and delivers measurable value to the defense innovation ecosystem. Travel shall be purposeful and aligned with advancing mission partner engagement, strengthening ecosystem connections, and supporting the identification, assessment, and transition of technologies.

7.1 In-State Travel

OnRamp Hubs will conduct in-state travel to engage with regional stakeholders, assess local capabilities, and support program execution. Travel activities will focus on advancing operational discussions, evaluating research and development efforts, and identifying technologies and partners aligned with DoW needs.

7.2 National Program Meetings

OnRamp Hubs will participate in up to two (2) annual offsite planning conferences, with up to two (2) representatives from each OnRamp Hub attending, in addition to designated government leads. These engagements are intended to support program alignment, strategic planning, knowledge sharing, and coordination across the national network.

7.3 Mission-Critical Travel

OnRamp Hubs may conduct additional travel, as defined and approved by DIU, to support mission-critical activities. This may include travel required to advance transition opportunities, support mission partner engagements, or address high-priority program needs.

8. Data and Reporting

OnRamp Hubs shall participate in and utilize a centralized Digital Backbone to enable standardized data collection, real-time reporting, and collaboration across the national network. This capability supports the development of a common operating picture of ecosystem activity, company engagement, and program performance, and enables coordination, transparency, and data-driven decision-making across OnRamp Hubs and program leadership.

OnRamp Hubs shall capture reliable, point-of-occurrence data and maintain accurate, real-time program metrics using systems and tools designated by the national program.

Data collection shall align with the Digital Backbone and support a common operating picture of ecosystem activity, company engagement, and program performance across the OnRamp Hub network.

Data collected by OnRamp Hubs will support program oversight, performance tracking, and data-driven decision-making, and will be used to provide updates at regular intervals and upon request by DIU and ARI.

OnRamp Hubs shall participate in standardized reporting processes and utilize data collection methods established by the national program. Reporting requirements may evolve as the Digital Backbone, and associated systems are further developed and implemented. OnRamp Hubs may have the precise nature of what is being reported or called for modified at any time at the sole discretion of ARI as directed by the DIU.
Data collection, reporting, and performance insights will inform the ongoing refinement of Standardized Services, playbooks, and SOPs to ensure continuous improvement and alignment with mission needs.

8.1 Financial Reporting

OnRamp Hubs shall submit financial reporting to ARI monthly. Reports shall include expenditures and other required financial data in accordance with program guidance and shall be submitted using ARI's designated invoice template.

8.2 Weekly Situation Reports (SITREPs)

OnRamp Hubs shall submit a weekly Situation Report (SITREP) summarizing key program activities, engagements, notable developments, and emerging opportunities.

8.3 Monthly Programmatic Reporting

OnRamp Hubs shall submit monthly programmatic reports reflecting performance across Standardized Services and supporting the tracking of program outcomes and outputs. Reporting will include both quantitative and qualitative data aligned with program priorities.
OnRamp Hubs shall also track, and report performance indicators related to participant progression and success, including advancement in readiness to engage with DoW, participation in and success within DoW and DIU opportunities, estimated contract awards and associated value where applicable, evidence of transition progress and outcomes, and inter-OnRamp Hub collaboration and shared activities

9. Enhancements

Once base program requirements are met, OnRamp Hub providers may be eligible for additional enhancements based on DIU priorities, ecosystem needs, and the demonstrated capabilities of the OnRamp Hub. Enhancements are intended to expand capacity, increase program impact, and leverage unique regional strengths across the network.
Enhancements may include, but are not limited to:

9.1 Independent Verification and Validation Capabilities

OnRamp Hubs may execute or integrate advanced Independent Verification and Validation (IV&V) capabilities that extend beyond the baseline Technology Validation services described in Section 2.6. These capabilities are intended to enhance the depth, rigor, and scalability of technology validation efforts across the DoW.

Enhanced IV&V capabilities may be leveraged to support mission partner needs supporting the delivery of tangible, lethal capabilities to the warfighter at speed and scale.

9.1.1 Independent Technology Assessment

Independent, third-party evaluation of commercial technologies against defined mission scenarios in operational environments, producing objective and defensible performance data.

This capability provides commercial companies with credible, third-party validation and direct mission-relevant feedback, strengthening their ability to engage with acquisition stakeholders. For government stakeholders, it replaces vendor-provided claims with independently generated data, reducing acquisition risk, accelerating source selection, and minimizing redundant testing across organizations.

Expected Outcomes:

- Objective, mission-relevant performance data to inform acquisition decisions
- Identification of capability gaps and technology readiness levels
- Validation of mission-technology fit or identification of gaps

Expected Outputs/Deliverables:

- Letters of Observation to include:
    - Technology Readiness Level (TRL) assessments with supporting data
    - Mission scenario performance evaluations

9.1.2 Large Scale IV&V Events

Execution of large-scale, multi-technology experimentation events that bring together commercial companies, mission owners, and acquisition stakeholders to evaluate solutions in shared operational scenarios and support accelerated acquisition timelines, with the potential to transition technologies in 120 days or less.

IV&V events provide mission owners an accelerated acquisition pathway to procure technology independently validated to meet mission needs in an operationally relevant environment, reducing mission risk through relevant performance insights.

Expected Outcomes:

- Mission-validated performance data across multiple technologies in operationally relevant environments
- Accelerated acquisition timelines through competitive down-selection
- Expanded database of validated technologies

Expected Outputs/Deliverables:

- IV&V event reports
- Technology Letters of Observation
- Acquisition pathway recommendations for participating companies

9.2 Accelerators Programs

OnRamp Hubs may partner with accelerator programs to support the advancement of high-potential commercial and dual-use companies aligned with DoW mission needs. These programs may include cohort-based or rolling models and leverage partnerships with venture capital, industry, academia, and other ecosystem stakeholders to provide structured mentorship, technical guidance, and access to resources. Accelerator efforts are intended to enhance company readiness, accelerate capability maturation, and strengthen the pipeline of mission-relevant technologies, supporting the progression of companies into DoW opportunities, including pilots, contracts, and operational adoption.

9.3 Pilot New Product Offerings

May include a variety of high impact, scalable, high ROI activities that enable the rapid identification and acquisition of relevant technologies at speed and scale.