

Paul Solomon
3307 Meadow Oak Drive
Westlake Village, CA 91361
Paul.solomon@pb-ev.com

February 5, 2026

The Honorable Mike Rogers
Chairman, HASC
2216 Rayburn House Office Building
Washington, D.C. 20515

Subject: Markups for NDAA for FY 2027

You recently stated, “We tilled the soil last year by trying to improve acquisition processes to make it more commercial, so that it’s easier for industry to work with the government.” Then you asked, “Taking the traditionals and non-traditionals, what can we do to incentivize you to grow? [For] the primes, what can we do to incentivize you to expand?”

This letter provides recommendations to meet the National Defense Strategy (NDS) commitment to clear away outdated policies, practices, regulations, and other obstacles and to replace them with requirements and incentives to hold program management and contractors accountable to deliver products on time. This letter augments my letter to you dated October 25, 2025, Subj: 15 Years of Unfinished Business with Your Committee, Part 2.

Please markup the NDAA for FY 2027 to improve acquisition processes and authorize incentives regarding:

- Digital engineering (DE), including digital twins and digital threads.
- Outcome-based metrics
- Accountability for outcomes

The markup should also provide statutory authority to rescind the DFARS Earned Value Management System (EVMS) clause. Replace EVMS’s manipulated, corrupt, botched metrics with automated, real-time, outcome-based metrics that are based on authoritative sources of truth (ASoT) from the DE ecosystem.

The following letters provide recommendations and justifications for your markups. Thanks for tilling the soil last year. Now, plant the trees and nurture deep roots to achieve your and Chairman Wicker’s objectives.

| To/Date | Subject | Excerpts | Recommendations |
|--------------------|--|--|---|
| Hegseth 1/23/26 | Executive Order Linking Incentives to On-time Delivery Revised | NDS includes a commitment to clear away outdated policies, practices, regulations, and other obstacles. Exec. Order: Executive incentive compensation for contractors will be linked to on-time delivery. | Revise acquisition regulations, policy, and guides to require that contractors and Portfolio Acquisition Executives are required and incentivized to utilize outcome-based metrics that are ASoTs based on completed artifacts from the DE ecosystem. |

| | | | |
|---------------------|---|---|---|
| Duffey 1/21/26 | HAC Direction to Submit an Acquisition Workforce Strategy (AWS) | Submit an AWS. | Acquisition personnel should be familiar with the strategies, policies, standards, and guidelines for establishing an ASoT, maintaining baseline control of models, and how and why changes can appropriately be made throughout the lifecycle. Terminate training and certification for EVMS specialists. Redeploy EVMS specialists to positions requiring schedule management and requirements management technical competencies. |
| Michael 1/18/26 | Hold Program Managers and Contractors Accountable to Deliver on Time | To hold program management and contractors accountable to deliver products on time, the DE ecosystem needs output-based metrics that are traceable to objective ASoTs. | Revise DODI 5000.97 DE and the Systems Engineering Guidebook. Specify digital artifacts in the digital thread as ASoTs. Artifacts should be on the critical path towards delivering the Minimum Viable Product (MVP) and the Minimum Viable Capability Release. Artifacts should be evidence of schedule performance and for determining technical performance incentives and disincentives. |
| Phelan 1/16/26 | Recommendation in GAO Report GAO-25-108781 Navy Vessel Testing | GAO found that the Navy does not have a cohesive action plan for investing in and developing digital testing capabilities...to support a common digital source of test information. Digital thread captures digital records of all states of a product throughout development and testing, enables stakeholders to predict performance and optimize their product. | Institutionalize iterative development and the DE ecosystem including digital threads, digital twins, and MVPs. Incorporate recommendations in my white papers and <i>Defense Acquisition Magazine</i> articles on DE when establishing your plan. |
| Driscoll 11/1/25 | Comments on AUSA Address; Eliminate Corrupt EVM Process | Your AUSA address with assessment and commitments that: 1. The current process-oriented systems are overly complicated, overregulated, and overdue for reform. 2. We will keep cutting red tape. 3. We will break the barriers of bureaucracy, inefficiency, and complacency. 4. Processes are corrupt. | My letter to you, Subj: Updated Recommendations for Army Policy and the Army Transformation Initiative, dated June 5, had recommendations for digital twins, digital threads, and outcome-based metrics for your Army Transformation Initiative. Now, please act to eliminate a corrupt business process that is overly complicated, overregulated, and overdue for reform, the EVMS. |

This letter, the referenced letters, and other references may be downloaded from www.pb-ev.com.

Yours truly,



Paul Solomon

CC:

Hon. Adam Smith, HASC

Hon. Mike Turner, HASC

Hon. USD (A&S) Michael Duffey

Hon. David Norquist NDIA

Hon. Roger Wicker, SASC

Hon. SecWar Pete Hegseth

Hon. Russell Vought, Director, OMB

Hon. Dep. Sec. of War Stephen Feinberg

Hon. SECNAV John Phelan

Hon. USD Emil Michael

Hon. Gen. Saltzman, U.S. Space Force

Hon. Robert Wittman, HASC

Hon. Dan Driscoll, SECARMY

Shelby Oakley, GAO

Hon. Ken Calvert, HAC

Hon. SECAF Troy Meink

Anthony Capaccio, Bloomberg News

Hon. Michael Payne, Dir. CAPE

Jon Ludwigson GAO