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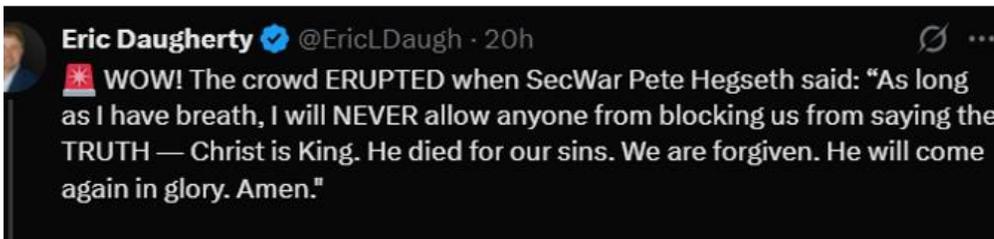
February 21, 2026

The Honorable Pete Hegseth  
Secretary of War  
1010 Defense Pentagon  
Washington, DC 20301-1010

Subj: Speak the Truth about Cost, Schedule, and Technical Performance of Major Capability Acquisitions

Dear Hon. Secretary of War Hegseth:

You committed to say the TRUTH,



However, your *DoD Earned Value Management System Interpretation Guide* (EVMSIG) does not say the truth. It includes the following false claim:

“EVM is a widely accepted industry best practice for program management, used across the DoD, the Federal Government, and the commercial sector. Government and industry program managers use EVM as a program management tool to provide joint situational awareness of program status and to assess the cost, schedule, and technical performance of programs for proactive course correction. An EVM System (EVMS) is the management control system that integrates a program’s work scope, schedule, and cost parameters for optimum program planning and control.”

Furthermore, you allow the NDIA to *block* you from KNOWING the truth about “situational awareness.” NDIA refuses to fix its EVMS standard, EIA-748. EIA-748 guidelines enable traditional contractors to submit reports that are based on manipulated, botched metrics about the quantity of work performed instead of outcome-based metrics and that are about the quality of the product.

My replies to X posts follow.



**Paul Solomon**  @PaulSolomonPBEV · 17m  
Replying to @EricLDaugh  
National Defense Industrial Assoc. blocks us from knowing the truth about major weapon systems costs. Earned Value Mgt. System Std. permits manipulated metrics. Ltr. to NDIA Dir. Norquist, subj: EIA-748E Eludes Integrated Program Mgt. and Evidence-based Decision-making, 9/14/25.  
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**Paul Solomon**  @PaulSolomonPBEV · 13m  
Replying to @PaulSolomonPBEV and @EricLDaugh  
Error: Letter, 2/12/25, is to OMB Director Vought, not NDIA Director. See letter to NDIA Dir. Norquist, subj: EIA-748E Eludes Integrated Program Management and Evidence-based Decision-making, 9/14/25.  
[img1.wsimg.com/blobby/go/1ca0...](http://img1.wsimg.com/blobby/go/1ca0...)

Yours truly,



Paul Solomon  
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|--------------------------------------|--|
| Hon. Adam Smith, HASC                | Hon. Mike Turner, HASC                 |
| Hon. SecAF Meink                     | Hon. David Norquist NDIA               |
| Hon. Roger Wicker, SASC              |  |
| 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. Michael Duffey USW(A&S)           |
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| Hon. Ken Calvert, HAC                | Hon. Michael Payne, Dir. CAPE          |
| Anthony Capaccio, Bloomberg News     | Hon. Robert Wittman, HASC              |
| Jon Ludwigson, GAO                   | Shelby Oakley, GAO                     |
| Joseph Kirschbaum, GAO               |  |