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May 28, 2026

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

Subject: Proposed Markup for NDAA for FY 2027, Part 4

Dear Hon. Chairman Rogers:

This letter augments my letter to you, Subj: Proposed Markup for NDAA for FY 2027, Part 3, dated May 27, 2026. Please amend the Chairman's Mark NDAA for FY 2027 SEC. 1064 ANNUAL REPORT AND BRIEFING ON IMPLEMENTATION OF ARMY TRANSFORMATION INITIATIVE (ATI). Expand the scope of Sec. 1064 to add a report to the congressional defense committees detailing the reforms that were made to implement Secretary of War Hegseth's ATI requirement to reform contracting processes to improve efficiency.

Secretary of War Hegseth's ATI Requirement

Secretary Hegseth's MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP SUBJECT: Army Transformation and Acquisition Reform, dated April 30, 2025, required performance-based contracting in the following excerpt:

Acquisition Reform and Budget Optimization

To accelerate modernization and acquisition efficiency, the Secretary of the Army shall:

Reform contracting processes to improve efficiency:

- Implement performance-based contracting to reduce waste.

Requested Amendment or GAO Assessment

My letter to Sec. Driscoll, Updated Recommendations for Army Policy and the Army Transformation Initiative, Part 2, dated June 5, 2025, included the following excerpt:

The recommendations cited previously have not yet been implemented, as follows.

Excerpt:

"Please incorporate my (and GAO's) recommendations for digital twins, digital threads, and outcome-based metrics into your ATI."

So, please amend Section 1064 to require a report that specifies the extent to which those recommendations were implemented. As an alternative, consider requiring GAO to assess and report the extent to which those recommendations were implemented.

Yours truly,



Paul Solomon

CC:

Hon. Dep. Sec. Stephen Feinberg	Hon. Adam Smith, HASC
Hon. Adam Smith, HASC	Shelby Oakley, GAO
Hon. David Norquist NDIA	
Hon. Roger Wicker, SASC	Hon. Troy Meink, Sec. of the AF
Hon. Russell Vought, Director, OMB	Hon. Hung Cao, Acting Sec. of the Navy
Hon. Gen. Saltzman, U.S. Space Force	Hon. Pete Hegseth, Sec. of War
Hon. Dan Driscoll, Sec. of the Army	Hon. DoW CIO Kirsten Davies
Anthony Capaccio, Bloomberg News	Hon. USW(R&E) Emil Michael
Michael Cadenazzi, Asst. Sec. of War for Industrial Base Policy	