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November 7, 2026

The Honorable Adam Smith
Ranking Member, HASC
2216 Rayburn House Office Building
Washington, D.C. 20515

Subject: Nomination of Representative-elect Jacqui Irwin to Serve on the HASC

Dear Hon. Ranking Member Smith:

Please nominate my future Representative-elect Jacqui Irwin to be appointed to the House Armed Services Committee. She has impeccable expertise and professional qualifications to conduct vigorous oversight of the Department of Defense (DoD), to propose legislation to reform the way the Pentagon buys things, and to streamline the requirements process. She will be the most qualified member of Congress to oversee the how digital engineering (DE) and outcome-based metrics are used to account for investment in new weapon systems.

She will help you to achieve your stated objectives:

> "We have wasted a spectacular amount of money on weapon systems that either haven't worked at all or who have not lived up to their process. The failure we wind up tolerating is failure on a massive, freaking scale. Think F-35. Second is process over results. Part of it is also having a freaking product that works at the end of the day."
>
> "I want to stop throwing money down that particular rathole."

Her professional and defense-related qualifications include:

Professional Engineering Background

- Systems engineer at Johns Hopkins University's Applied Physics Laboratory…assigned to troubleshoot launches of the U.S. Navy's Trident II nuclear missiles.
- Engineer at Teledyne Systems

Legislative Leadership

- Chair of the California Assembly Committee on Military and Veterans Affairs
- Governor's Military Council.
- Chairs the Assembly Select Committee on Cybersecurity.
- Co-chairs the National Conference of State Legislatures Task Force on Cybersecurity (includes AI and privacy).

The following letters provide information on previous recommendations for acquisition reform of DE and Outcome-based Metrics.

Letters on DE and Outcome-based Metrics			
To	**Subject**	**Date**	**Excerpts**

Smith	Comments on Your Brooking Institution Online Conversation	3/8/21	Eliminate enablers of contractor deception and ensure early detection of programs that are in trouble…prevent waste and reduce defense costs and budgets. "Buy Products that Work, not Statements of Work," as your mantra for acquisition reform and consider my specific recommendations for legislation and GAO investigations.
Wittman	Limit F-35 Procurements Until DE and Outcome-based Metrics are Certified	6/16/24	Contractors may be compliant with EIA-748 guidelines and submit misleading status reports with values that do not match ground truth, are not linked to the DE ecosystem, and do not represent Authoritative Sources of Truth. Take corrective legislative or oversight actions to include all DE Capability Elements in the requirements for certification on improvements. The four DE Capability Elements are: 1. DE ecosystem. 2. Digital models (Including digital twins). 3. Digital threads. 4. Digital artifacts.
Smith	Outcome-based Metrics, Barrier to Entry, and NDIS Implementation Plan, Part 2	11/17/24	replace botched, manipulated, meaningless Earned Value Management (EVM) metrics with outcome-based metrics."
Rogers	NDAA Markup; Did Secretary of War Hegseth Put His Metrics Where His Mouth Is?	4/30/26	Please markup the NDAA for FY 2027. Direct the GAO to assess the extent to which Sec. Hegseth put his metrics where is mouth is. Per the Acquisition Transformation Strategy, DoD will capture programmatic performance to deliver capability and other key performance metrics. 
McCain	Cost Controls on the F-35 and Need for Acquisition Reform of Earned Value Management	10/25/11	Reform a flawed process…intended to track program performance and provide an early warning of cost overruns and schedule slips…not working. The acquisition regulations and process enable contractors to submit invalid, misleading information to the Government on all capital asset acquisitions, not just weapon systems…improve transparency and accountability

This letter and the cited letters may be downloaded from www.pb-ev.com.

Yours truly,

Paul J Solomon

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CC:

Hon. Representative-elect Jacqui Irwin
Hon. USD(A&S) Michael Duffey
Hon. Mike Turner, HASC
Hon. Roger Wicker, SASC
Hon. SecDef Pete Hegseth

Hon. SecAF Meink	Hon. David Norquist NDIA
Hon. Russell Vought, Director, OMB	Hon. USW (A&S) Michael Duffey
Hon. Acting SECNAV Cao	Hon. USD Emil Michael
Hon. Gen. Saltzman, U.S. Space Force	Hon. Robert Wittman, HASC
Hon. Mike Rogers HASC	Hon. Dep. SecDef Stephen Feinberg
Hon. Ken Calvert, HAC	Hon. Michael Payne, Dir. CAPE
Anthony Capaccio, Bloomberg News	Jon Ludwigson, GAO
Shelby Oakley, GAO	Joseph Kirschbaum, GAO