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October 25, 2025

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

Subject: 15 Years of Unfinished Business with Your Committee; Part 2

Dear Hon. HASC Chairman Rogers:

This augments the letter dated July 21, subj: 15 Years of Unfinished Business with Your Committee.

Neither version of the NDAA for FY 2026 includes an acquisition reform that I first recommended to Ike Skelton in 2010. He acted on that recommendation by marking up the NDAA for FY 2011 to add a provision on the Earned Value Management System (EVMS). Please address this issue during the conference process and incorporate other acquisition reforms that are in my letter to Dep. Sec. of War Feinberg in the letter, Subj: Additional Engineering Best Practices Absent from the EIA-748 EVMS Standard dated October 24. Your actions are needed to achieve the following HASC objectives.

HASC Objectives and Actions

Chairman Ike Skelton, 2009	Chairman Buck McKeon, 2013	Chairmen Mike Rogers Ranking Member and Adam Smith, 2024
"This legislation is a major overhaul of the defense acquisition system, addressing long-standing problems that have resulted in billions of dollars in cost overruns and years of schedule delays." "The Panel on Defense Acquisition Reform's work on metrics is vital —poor measurement hides waste that risks our forces."	"We need metrics that tell us not just what we're spending, but what we're getting. Without clear performance measures, we're flying blind on programs costing billions." "We cannot afford a costly and ineffective acquisition system," "The current system is unsustainable."	"DoD still largely follows a slow and costly acquisition process hamstrung by a focus on the process and rigid requirements rather than fielding a capability and achieving results." Large programs of record for complex systems or large services contracts are built around onerous requirements or meaningless metrics rather than problem-solving ideas or desired outcomes."
Chairman Adam Smith, 2021	Skelton's Actions	Actions vs Words by Subsequent Chairmen
1. "We have wasted a spectacular amount of money on weapons systems that either haven't worked at all or who have not lived up to their promise. The failure we wind up tolerating is failure on a massive freaking scale. Think F-35." 2. "I want to stop throwing money down that particular rathole." "Second, is process over results." "Part of it is also having a freaking product that works at the end of the day."	Skelton's provisions in the NDAA for FY 2011 (Sections 864 a, b, and c) require DoD to: • Review acquisition guidance, including DoD Instruction 5000.02, to "consider whether measures of quality and technical performance should be included in any EVM system. • Submit a report to the Armed Services Committees.	NONE

Please resolve the newer issues and unfinished business during conference with the SASC. Also, coordinate with OMB Director Vought to fix outdated OMB policy.

This letter, the referenced letters, and the HASC Objectives and Actions may be downloaded from www.pb-ev.com.

Yours truly,

A handwritten signature in blue ink that reads "Paul J. Solomon". The signature is fluid and cursive, with a long horizontal stroke at the end.

Paul Solomon

CC:

Hon. Adam Smith, HASC

Hon. USD Michael Duffey

Hon. David Norquist NDIA

Hon. Roger Wicker, SASC

Hon. Troy Meink, Sec. of the Air Force

Hon. Dan Driscoll, Sec. of the Army

Russell Vought, Director, OMB

Hon. SON John Phelan

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

Hon. Pete Hegseth, Sec. of War

Hon. Emil Michael, USD R&E

Anthony Capaccio, Bloomberg News

Meg O'Keefe SAE G-47 SE Committee

John Evers SAE G-47 SE Committee