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June 4, 2025

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

Subject: Your **X** Post on Legislation to Overhaul Outdated Defense Acquisition Processes

Dear Hon. Chairman Rogers:



This is a second request with recommendations to improve program management, remove barriers to entry for nontraditional contractors, and enable a digital engineering (DE) ecosystem. Please include them in your legislation to overhaul outdated acquisition processes. The overhaul should include statutes to eliminate the DFARS Earned Value Management System (EVMS) clause and to upgrade requirements for program and project management to be in accordance with standards accredited by the American National Standards Institute. This augments my letter, Subj: Your Opinion on "Future of U.S. Defense" and Comments at U.S. Space Force Celebration, dated January 11, 2025.

Excerpts from the January 11 letter:

Background information is in the attached letter to *Opinion* co-author Ranking Member Smith, Subj: Outcome-based Metrics, Barrier to Entry, and NDIS Implementation Plan, Part 2, dated 11/17/24.

Detailed recommendations and your statements are in the white paper, "Common Sense Project Management: "When you come to a fork in the road..." The white paper and this letter may be downloaded from [www.pb-ev.com](http://www.pb-ev.com) at the "White Paper" and "Acquisition Reform" tabs.

Excerpts from the letter to Ranking Member Smith:

Please revive a bill proposed by Rep. Jackie Speier in the Chairman's Mark, En Bloc #1, NDAA for FY 2022.

**OFFERED BY MS. SPEIER OF CALIFORNIA**

At the appropriate place in title XVII, insert the following new section:

1 SEC. 17 \_\_. REQUIREMENTS RELATING TO PROGRAM AND  
2 PROJECT MANAGEMENT.  
3 (a) STANDARDS FOR PROGRAM AND PROJECT MAN-  
4 AGEMENT.—Section 503(c)(1)(D) of title 31, United  
5 States Code, is amended by striking “consistent with wide-  
6 ly accepted standards” and inserting “in accordance with  
7 standards accredited by the American National Standards  
8 Institute”.  
9 (b) PROGRAM MANAGEMENT IMPROVEMENT OFFI-  
10 CERS AND PROGRAM MANAGEMENT POLICY COUNCIL.—

Your actions can complete unfinished acquisition reforms that I initiated with Henry Waxman, Ike Skelton, and John McCain. Heidi Shyu incorporated my recommendations to integrate program management with DE in DoD Instructions and guides. However, statutory authorization is needed to overcome the NDIA Integrated Program Management Division's efforts to maintain the status quo by opposing fixes to its EVMS EIA-748 guidelines. Buy a Product that Works, not a SOW.

Yours truly,



Paul Solomon

CC:

Hon. Pete Hegseth, USD	Hon. Dep. Sec. Stephen Feinberg
Hon. Glen Grothman, HOAC	Hon. Adam Smith, HASC
Hon. Mike Rogers, HASC	Hon. Ken Calvert, HAC
Hon. Robert J. Wittman, HASC	Hon. Donald Norcross, HASC
Hon. Ro Khana, HASC	Hon. Jim Jordan, HCOA
Hon. Roger Wicker, SASC	Hon. Joni Ernst, SASC
Hon. Elizabeth Warren, SASC	Hon. Pat Harrigan, HASC
Hon. Dan Driscoll, Sec. of the Army	
Hon. John Phelan, Sec. of the Navy	
DOGE	Hon. Emil Michael, USD(R&E)
Jon Sindreu, WSJ	Anthony Capaccio, Bloomberg News