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July 20, 2025

The Hon. Mike Rogers  
Chairman, HASC

Subj: Reforming Defense Acquisition to Deliver Capability at the Speed of Relevance

Dear Hon. Chairman Rogers:

My letter to Under Secretary of Defense for Acquisition and Sustainment Michael Duffey, Subj: Your SPEED Act Responsibilities and Revised White Paper, dated June 10, addressed his duty to expeditiously provide the armed forces with the capabilities necessary to operate effectively, to address evolving threats, and to maintain the military advantage of the United States in the most cost-effective manner practicable. Please ask Mr. Duffey to present his specific plans and timetable to expedite those responsibilities at the HASC hearing on July 23, "Reforming Defense Acquisition to Deliver Capability at the Speed of Relevance."

Please ask questions about his plans to:

1. Revise acquisition workforce guidance to address SPEED Act requirements.
2. Reduce the "maze of costly compliance regulations and requirements that stifle innovation and burden companies of all sizes."
3. Request statutory relief to reduce those regulations.
4. Implement best practices for the use of Digital Engineering (DE) tools (including digital twins and digital threads) at all stages of program design, development, and testing, development.
5. Implement a standard reference architecture for each covered military service to guide the use of DE for program development.
6. Replace meaningless metrics with outcome-based metrics to assess and manage the performance, progress, speed, cybersecurity, and quality of the software development, its development teams, and ability to meet users' needs.
7. Use automated tools to collect output-based metrics that are Authoritative Sources of Truth.
8. Use data-driven analysis to manage trade-offs among life-cycle costs, delivery schedules, performance objectives, technical feasibility, and procurement quantity objectives to ensure acquisition and sustainment programs deliver the best value for the investment made in the program.

Please ask similar questions, as appropriate, to representatives of the Air Force, Navy, and Army. For your reference, I had previously provided the following documents on recommended best practices to the committees and to Mr. Duffey:

*Defense Acquisition Magazine* articles:

- Better Program Management Through Digital Engineering, May/June 2022
- Better Program Management Through Digital Engineering Updated, July/August 2025

White Paper: Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management dated July 13, 2025

Yours truly,



Paul Solomon

CC:

Hon. Pete Hegseth, Sec. Def.	Hon. Dep. Sec. Def. 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
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Hon. Roger Wicker, SASC	Hon. Joni Ernst, SASC
Hon. Elizabeth Warren, SASC	Hon. Pat Harrigan, HASC
Hon. Troy Meink, Sec. of the Air Force	
Hon. John Phelan, Sec. of the Navy	
Hon. Dan Driscoll, Sec. of the Army	
DOGE	Hon. Emil Michael, USD(R&E)
Jon Sindreu, WSJ	Anthony Capaccio, Bloomberg News