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

Subject: Your Opinion on “Future of U.S. Defense” and Comments at U.S. Space Force Celebration

Dear Hon. Chairman Rogers:

Please act on my recommendations for acquisition reform that support your “Opinion” in *Defense News*, “Future of US defense depends on culture shift prioritizing innovation,” and your comments at the U.S. Space Force anniversary celebration. The recommendations also address the following Space Acquisition Tenets of ASAF/SQ Cavelli:

8) Hold Industry Accountable for Results

Hold industry accountable to execute on cost, schedule, and meeting performance commitments on the contract....Take corrective action.

9) Execute-Deliver Capabilities that Work, and Deliver them on Schedule and on Cost

Proactively manage the program by continuing to actively trace schedule, cost, and technical progress. Identify issues early in order to quickly resolve them. There is no better way to get speed into acquisitions than to deliver programs that meet performance requirements, on schedule and on cost. This is our most important tenet. Success is measured by executing on plan.

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, 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...”, 1/11/25. 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.

I directly supported Henry Waxman, Ike Skelton, Sen. McCain, and Sen. Ernst. My recommendations were included NDAA markups and in DoD policy and guides. I would be glad to assist you in any way.

Yours truly,



Paul Solomon

CC:

Department of Government Efficiency (DOGE)  
USD (Comptroller)/CFO Michael McCord  
Hon. Bill LaPlante (USD)

Hon. Andrew Hunter, AF Asst. Sec. for AT&L  
Honorable Ken Calvert  
Hon. Carlos Del Toro, Secretary of the Navy  
Nickolas Guertin (ASN RD&A)  
Honorable David L. Norquist, NDIA  
Hon. Robert J. Wittman  
Hon. Ro Khana  
HASC Hon. Heidi Shyu, (USD(R&E))  
Hon. Donald Norcross  
Anthony Capaccio, Bloomberg News  
Shelby Oakley, GAO  
Jon Ludwigson, GAO