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June 22, 2025

The Honorable Ken Calvert  
Chairman, Defense Appropriations Subcommittee  
House Appropriations Committee  
2205 Rayburn Building  
Washington, D.C. 20515

Subj: Use of Outcome-based Metrics

Dear Hon. Subcommittee Chairman Calvert:

The House Committee on Appropriations (HCA) submitted a report to accompany the Department of Defense Appropriations Act, 2026. The Act, if passed, directs the Secretary of Defense to submit a report to the congressional defense committees, on the drivers of schedule delays, cost overruns, and performance difficulty on meeting technical requirements. The Secretary's report shall minimally include trends, if any, relating to defense industrial base weaknesses, supply chain vulnerabilities, and work force constraints.

Please amend the HCA report to add "trends relating to DoD's lack of outcome-based metrics in its acquisition policy and guidance." The use of outcome-based metrics was part of Recommendation 2 of the GAO Report: DEFENSE SOFTWARE ACQUISITIONS Changes to Requirements, Oversight, and Tools Needed for Weapon Programs, GAO-23-105867, July 2023.

Additional information is in the attached white paper, *Outcome-based Metrics Plus Systems Engineering = Integrated Program Management*.

Outcome-based metrics are necessary to "Hold DoD accountable for its spending and performance," a concern of yours and Chairman Cole. Your concerns were listed in my letter, Subj: *Testimonies at Subcommittee Hearings Last Week*, dated June 15.

Yours truly,



Paul J. 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. Tom Cole, HAC
HASC Hon. Under Secretary of Defense for Acquisition and Sustainment Michael Duffey	

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. Troy Meink, Sec. of the Air Force	
Hon. Dan Driscoll, Sec. of the Army	
DOGE	Hon. Emil Michael, USD(R&E)
Shelby Oakley, GAO	Honorable Ken Calvert (HAC)
Jon Sindreu, WSJ	Anthony Capaccio, Bloomberg News