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November 25, 2024

The Honorable William LaPlante USD(A&S)  
1010 Defense Pentagon  
Washington, DC 20301-1010

Subj: Realpolitik on Digital Engineering, Outcome-Based Metrics, and Project 2025, Part 2

Dear USD LaPlante:

At your nomination hearing, March 22, 2022, you committed to require contractors to report valid *measures of cost, schedule, and technical performance* and to adopt digital engineering (DE) as the source of those measures (now called outcome-based metrics). I had submitted the following questions to the SASC which were used at the hearing.

<b>Attachment A LaPlante Nomination Hearing Questions and Answers</b>	
<b>Question</b>	<b>Answer</b>
51. If confirmed, what steps would you take, if any, to require contractors to report valid <i>measures of cost, schedule, and technical performance for all acquisition pathways</i> ?	If confirmed, I will work across the Department and with the industrial base— current and emerging—to validate, improve, or establish appropriate <i>metrics</i> across the acquisition pathways.
52. If confirmed, what steps would you take, if any, to require contractors that employ the DOD Digital Engineering (DE) Strategy to <i>maintain valid information in the digital authoritative data source (ASoT, Authoritative Source of Truth)</i> that is sufficient for program managers to make informed and timely decisions to <i>manage cost, schedule, performance, and risk</i> ?	If confirmed, ...engage with our industry partners and Service representatives to better understand how they are currently employing DE and how we can work in partnership to better collaborate within and outside of the Department.... A combination of strong data, tool and modeling standards and environments, training of our Acquisition Corps, and proper contract and data rights guidance are foundational to enabling successful <i>adoption of DE to feed the right cost, schedule, performance and risk data to our acquisition decision makers.</i>

I brought these unfinished tasks to your attention in the letter, same subject, dated July 17, 2024. That letter concluded:

“Please implement your commitments during this term. There is no assurance that a possible Trump administration will implement the (relevant) Project 2025 initiatives.”

As of today, you have not met the commitment in response to Question 51. Also, there has not been successful adoption of DE to feed the right cost, schedule, performance and risk data to our

acquisition decision makers. During the Presidential Transition, please emphasize the importance of this unfinished business to your successor.

Respectfully,

A handwritten signature in cursive script that reads "Paul J. Solomon". The signature is written in black ink on a light-colored background.

Paul J. 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. Adam Smith , HASC

Hon. Heidi Shyu, (USD(R&E))

Hon. Donald Norcross

Hon. Rep. Julia Brownley

Anthony Capaccio, Bloomberg News

Shelby Oakley, GAO

Jon Ludwigson, GAO