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October 29, 2024

The Honorable Adam Smith
Ranking Member, HASC
2216 Rayburn House Office Building
Washington, D.C. 20515

Subject: Outcome-based Metrics, Barrier to Entry, and NDIS Implementation Plan

Dear Hon. Ranking Member Smith:

You and three HASC colleagues published an opinion that the acquisition process is “hamstrung by a focus on the **process** and rigid requirements **rather than fielding a capability and achieving results.**” You also cited **meaningless metrics** rather than...**desired outcomes.**

I addressed your issues with recommendations in letters to USD Kathryn Hicks and Rep. Ken Calvert. You were copied on the following letters.

- Hon. USD Kathryn Hicks, Subj: DoD Acquisition Reform Needs and Recommendations, dated Feb. 9, 2021
- Hon. Ken Calvert, Subj: Pull Down the Curtain on Program Management Failures and Flawed Metrics, dated September 19, 2024.

The Hicks letter also covered a barrier to entry facing non-traditional defense players. That barrier was cited in my email to you, today, regarding the *NDIS Implementation Plan*, Lines of Effort Task 2.1, Qualification Process as Barrier to Entry. The email included a recommendation that the planned study assess whether the DFARS Earned Value Management System (EVMS) clause is a barrier to entry that should be torn down. My letter to USD Hicks included the following solution:



Please provide legislative support to Dr. LaPlante that will enable him to tear down that barrier to entry to the defense industrial base and to replace botched, manipulated, meaningless EVM metrics with outcome-based metrics.

Paul Solomon

CC:

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

Hon. Donald Norcross, HASC Hon. Rep. Julia Brownley

Anthony Capaccio, Bloomberg News

Shelby Oakley, GAO

Jon Ludwigson, GAO