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

Subj: *Defense Acquisition Magazine* Articles Address Your Concerns

Dear Hon. Subcommittee Chairman Calvert:

This is a follow-up to my letter dated June 15, Subj: Testimonies at Subcommittee Hearings Last Week. It cites the attached article published today in *Defense Acquisition Magazine*, Title: Program Management Through Digital Engineering (DE) Updated.

The article summarizes my:

1. Use of system engineering best practices and outcome-based metrics on the B-2 program and
2. Selection of DoD policies and guides and industry DE best practices that, if implemented successfully by DoD and contractors, will support following objectives:
  - Your concerns and those of Chairman Cole.
  - Sen. Wicker's objectives in the FoRGED Act to Cut Red Tape and Unleash American Innovation.
  - Under Secretary of Defense for Acquisition and Sustainment Michael Duffey's responsibilities in the Streamlining Procurement for Effective Execution and Delivery (SPEED) Act.
  - Secretary of Defense Pete Hegseth's commitments at recent hearings.

The article also applies to recent GAO testimony entitled "Persistent Challenges Require New Iterative Approaches to Delivering Capability with Speed."

### **Calvert/Cole Objectives**

1. Need for modernization and the ability to respond quickly to emerging threats.
2. Troubling delays and cost overruns.
3. Challenge the status quo.
4. Bring disruption and competition into the Department which can yield better and faster results.
5. Remain realistic about development timelines and avoid overcommitting to a single approach at the expense of adaptability.

6. Maximizing efficiency and eliminating wasteful spending.
7. Hold DoD accountable for its spending and performance.
8. Collaboration with DoD to inform and produce a product that will meet that goal.

### **Wicker's FoRGED Act Objectives**

1. Conduct business with nontraditional contractors at any tier using commercial procedures.
2. Exempt them from onerous business system requirements and similar mandates.
3. Remove government requirements to allow commercial and dual-use companies to share their infrastructure with defense.

### **Duffey Responsibilities in the SPEED Act**

1. Expeditiously provide the armed forces with the capabilities necessary to operate effectively.
2. Maintain the military advantage of the United States in the most cost-effective manner practicable.

### **Hegsmeth Commitments**

Secretary Hegsmeth's statement at your hearing included:

#### **1. Workforce Acceleration and Recapitalization**

"We are re-evaluating every position to make sure that each focuses on our core mission of supporting our warfighters. Reorganization plans will strip away bureaucracy, accelerate decision-making, and deliver maximum value to the warfighters. We will eliminate non-essential and redundant roles, consolidate functions, flatten hierarchies, and eliminate unnecessary vestiges of the past."

#### **2. Reviving the Defense Industrial Base (DIB)**

"New entrants encounter numerous barriers to entry, including heavy regulations and scrutiny – I look forward to working with Congress to roll back unnecessary red tape to reinvigorate our DIB."

### **GAO**

GAO Director Shelby Oakley presented Testimony Before the Subcommittee on Military and Foreign Affairs, Committee on Oversight and Government Reform, House of Representatives on June 11.

Excerpts include:

The iterative process that companies employ involves continuous cycles to rapidly develop and deploy products. Key practices of leading companies common to these iterative cycles:

- Seek and obtain continuous user feedback throughout the iterative cycles.
- Capture this feedback to determine if the design is meeting user needs and reflects a minimum viable product—a product with the minimum capabilities needed for customers to recognize value.
- Continually feed this product design information into a real-time digital thread—a common source of information connecting stakeholders with real-time data across the product life cycle to inform product decisions.
- Use digital twinning.

### **My Recommendations**

As requested previously, please collaborate with DoD, the HASC, and the SASC to mark up the NDAA for FY 2026. Eliminate the burdensome DFARS Earned Value Management System clause and its manipulated metrics. Oversee the Department's implementation of the iterative process and the DE ecosystem, including DE tools and outcome-based metrics. Monitor DoD's implementation of the best practices cited in the current and previous *Defense Acquisition Magazine* articles.

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
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
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Hon. John Phelan, Sec. of the Navy	
Hon. Dan Driscoll, Sec. of the Army	
DOGE	Hon. Emil Michael, USD(R&E)
Shelby Oakley, GAO	
Hon. Michael Duffey, Under Secretary of Defense for Acquisition and Sustainment	
Jon Sindreu, WSJ	Anthony Capaccio, Bloomberg News