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Hon. Acting USD(C)/CFO Michael Powers
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: HAC-required Assessment of Benchmarks and Metrics that Reflect Technical Progress

Dear Hon. Acting USD(C)/CFO Michael Powers

The Committee on Appropriations' Report in explanation of the DoD Appropriations Act, 2027 (Report), requires you to initiate an independent third-party review of financial management execution benchmarks and to provide the congressional defense committees with a briefing on the plan for such independent review.

I have provided independent reviews of execution benchmarks with a focus on the Report's requirements to:

- (2) assess their alignment with modern acquisition pathways, including the Software Acquisition Pathway and commercial solutions contracting;
- (3) evaluate alternative metrics that better reflect technical progress; and
- (4) recommend updated or replacement metrics that incentivize execution discipline without penalizing programs that are performing well against contractual commitments.

My recent review and recommendations are in a letter to USW(R&E) Emil Michael, Subj: Implementing EO Promoting Efficiency, Accountability, and Performance in Federal Contracting, dated May 2, 2026.

Excerpts from letter to E. Michael:

The white paper, *Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management*, cites and is consistent with the EO. It includes enhanced improvements to DoDI 5000.97 and recommendations to use the digital thread for schedule performance metrics, technical performance incentives, schedule performance incentives, the Minimum Viable Product, and the Minimum Viable Capability Release.

Please consider my assessments and recommendations when providing the congressional defense committees with a briefing on the plan for such independent review.

The letter and cited white paper may be downloaded from www.pb-ev.com.

Yours truly,



Paul J. Solomon

CC:

Hon. Ken Calvert, Chairman, Defense Appropriations Subcommittee
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Hon. Mike Rogers, HASC Hon. David Norquist NDIA
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Michael Cadenazzi, Asst. Sec. of War for Industrial Base Policy
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