

Paul Solomon
3307 Meadow Oak Drive
Westlake Village, CA 91361
Paul.solomon@pb-ev.com

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The Honorable Stephen A. Feinberg
Dep. Secretary of Defense
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: Your Memo, Reforming the Joint Requirements Process to Accelerate Fielding of Warfighting Capabilities

Dear Hon. Dep. Secretary of Defense Feinberg:

This letter augments my letter to the Hon. USD Emil Michael, Subj: Advana, Maven Smart Systems, and Digital Engineering (DE), dated August 19, 2025 and other letters with the subjects, *The Shortcomings of Draft SAE/EIA-748E Earned Value Management System (EVMS) Standard*.

Please implement my recommendations for the requirements in your memo, Subj: Reforming the Joint Requirements Process to Accelerate Fielding of Warfighting Capabilities, dated August 20, 2025. Those requirements are:

1. Secretaries of the Military Departments will within 90 days, launch reviews of Military Service requirements processes, identifying **reforms to expedite outcomes**.
2. The USD(A&S) will lead the development of a revised DoDD 7045 .20 and a new DoD Instruction 7045.20 for Capability Portfolio Management (CPM) to **align CPM processes** with the objectives of this memorandum, in coordination with the Joint Staff, CAPE, and USD(R&E). These updates shall be synchronized with other acquisition modernization activities.

DODD 7045.20 and DE

Pertinent excerpts from the current DoDD 7045.20 follow:

3.4. TOOLS.

CPM will be enabled by the following:

- a. Roadmaps across a range of domains (e.g., acquisition, research, industrial, and threat) are critical tools in describing and synchronizing elements of a capability portfolio over time.
- b. The Advana platform is the enterprise authoritative data management and analytics platform in accordance with the May 5, 2021 DepSecDef memorandum. It should be used, as appropriate, for CPM. Pre-decisional program or budget data may be sourced from other platforms.
- c. DE in accordance with the DoD DE Strategy. DE is an integrated digital approach using authoritative sources of system data and models as a continuum throughout a system's development and life. DE updates traditional systems engineering (SE) practices to take advantage of computational technology, modeling, analytics, and data sciences.

Outcome-based Metrics, DE, SE, and Project Management

To comply with your memo, the reforms should lead to expedited outcomes and implementation of DE. Both objectives require outcome-based metrics. Consequently, the reforms should abandon the NDIA's EVMS standard, SAE/EIA-748, and replace it with Project Management Institute (PMI) standards and guides. The GAO provided justification to utilize PMI documents. GAO Report is cited in my white paper, Subj: DOD Acquisition Reform: EVMS-lite and Integrated Program Management.

Excerpt: The GAO report, GAO-20-44 *Improving Program Management*, provides compelling information to justify a change to OMB and DoD policy regarding EIA-748. The report cites PMI documents, which include PMBOK® Guide-Seventh Edition, as:

- Widely accepted standards for Integrated Program Management (IPM)
- Utilized worldwide
- Generally recognized as leading practices for IPM
- Approved by the American National Standards Institute.

My letters to you and to USD (R&E) Michael cite the NDIA's exclusion of engineering practices in its draft SAE/EIA-748E.

Please coordinate with OMB Dir. Vought and within DoD to implement my recommendations.

Yours truly,



Paul J. Solomon

CC:

Hon. Adam Smith, HASC
Hon. Mike Rogers, HASC
Hon. Roger Wicker, SASC
Hon. USD Emil Michael
Hon. SON John Phelan
Jon Sindreu, WSJ

Hon. USD Michael Duffey
Hon. David Norquist NDIA
Hon. Troy Meink, Sec. of the Air Force
Hon. Dan Driscoll, Sec. of the Army
Hon. OMB Dir. Russell Vought
Anthony Capaccio, Bloomberg News