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The Honorable Pete Hegseth  
Secretary of Defense  
1010 Defense Pentagon  
Washington, DC 20301-1010

Subj: Feinberg Hearing and Strategic Objectives to Transform Weapon Systems Acquisition

Dear Hon. Secretary of Defense Hegseth:

This is a follow-up to letters that I sent to you and to Mr. Feinberg regarding proposed strategic objectives and tactics to fix the weapon system acquisition process and unfinished business with former USD(R&E) Shyu regarding digital engineering (DE). I was pleased that Mr. Feinberg responded to these issues in his responses to Advance Policy Questions (APQ) at his confirmation hearing. He also discussed the F-35 Block 4 cost, schedule, and capability issues.

The referenced letters follow:

Feinberg - Subj: Acquisition Reform Strategic Objectives and Tactics, 1/26/25

Hegseth - Subj: Unfinished Business with Former USD(R&E) Heidi Shyu and with F-35 Program

Excerpts from Feinberg letter:

This letter concerns your future role as Dep. Sec. Defense. Please consider adopting the strategic objectives and tactics herein to fix the acquisition process.

### **Objectives**

Strategic objectives to transform the acquisition of weapon systems.

1. Hold contractors and DoD program managers accountable for outcomes.
2. Tear down NDIA's barrier to entry facing non-traditional defense contractors.
3. Eliminate regulations that increase costs and enable false reporting.
4. Institutionalize digital engineering (DE).

### **Implementation Tactics**

1. Compliance requirements and reviews divert a program manager's focus from the product to the process. Reward real engineering, not financial engineering.
3. Real-time, automated status reports that are based on Authoritative Sources of Truth. Replace botched metrics with outcome-based metrics.

### **Mr. Feinberg's Responses to APQs**

Excerpts from Mr. Feinberg's responses follow.

<b>Feinberg Hearing Advance Policy Questions (Excerpts)</b>		
<b>Objective</b>	<b>Question</b>	<b>Response</b>

<b>Outcomes</b>	<b>How would you seek to balance the need to rapidly acquire and field innovative systems while ensuring acquisition programs stay on budget and schedule?</b>	providing proper oversight of acquisition programs, so they are staying on budget and schedule.
<b>Outcomes</b>	<b>Are you confident in the affordability and executability of the Department's plan for F-35 Block 4 Continuous Capability Development and Delivery (C2D2)?</b>	review the details and status of F-35 modernization, including the acquisition strategy for Block 4, to achieve a balance of cost and timely delivery of required capabilities to the warfighter.
<b>Barrier</b>	<b>If confirmed, and given your observations and experience, what innovative ideas would you consider implementing with regard to the structure and operations of the DoD?</b>	effectively sponsor some of our best private sector manufacturing companies to help them get into DoD.  creative ways under the FAR to provide sole-source non-competitive opportunities for these large companies to motivate them and make it possible for them to enter the defense industry... companies, despite their great capabilities, are not conversant in DoD process or practices and requirements and competing with our big defense majors is very difficult. Being creative to give them help and a big jumpstart in non-traditional ways may be frowned upon because this is a departure from traditional competition-based acquisition policy. But it can be done legally and is very necessary to bring a much bigger part of our large industrial base into the defense industry.
<b>Outcomes, Barrier</b>	<b>how do you recommend using these tools to improve management discipline in the Department to gain greater efficiency and effectiveness from DoD initiatives?</b>	establishing clear expectations and requirements, enforcing standards, and promoting accountability... leverage the tools Congress provided to cut unnecessary bureaucracy and streamline processes.
<b>Barrier. Regulations</b>	<b>how would you ensure a broader use of modern management tools and systems that you would seek to implement at the Department of Defense, if confirmed?</b>	accelerate data-driven decision making and outcome-based performance management...mandate the enhancement, interoperability, and broader use of tools...to inform...decision making.  Use best of breed commercial technologies, implement best practices for software development, and mandate data sharing.
<b>DE, Outcomes</b>	<b>Based on your experience, how do you see artificial intelligence (AI), digital twin technology and model based systems engineering (MBSE) approaches improving both test and evaluations approaches, and supporting improved acquisition outcomes?</b>	AI, digital twin technology, and MBSE significantly enhance the Department's T&E approaches and decision-making. Advancements in these technologies lead to faster product development and reduced costs, ultimately supporting improved acquisition decisions and outcomes, even into sustainment.

This letter and the referenced letters are posted on my website, [www.pb-ev.com](http://www.pb-ev.com), at the "Acquisition Reform" tab. The following white papers (at the White Papers tab) provide detailed implementation plans to achieve your objectives.

- "Outcome-based Metrics + SE = Integrated Program Management," Rev. 11 1/28/25
- "Common Sense Project Management: "When you come to a fork in the road..."", 2/16/25
- "Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management," revised 2/22/25.

The "Common Sense" paper includes open deficiencies in the acquisition process that were reported by DoD to the HASC and SASC in 2009. I would be pleased to support your team *pro bono*.

Yours truly,



Paul Solomon

CC:

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Anthony Capaccio, Bloomberg News  
Jon Sindreu, WSJ