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November 23, 2024

The Honorable Russell Vought
Director-nominee Office of Management and Budget
Center for Renewing America
300 Independence Ave SE
Washington, DC 20503

Subj: "When you come to a fork in the road..."

Dear Director-Nominee Vought:

This is a follow-up to my letter, Subj: Recommendations to Improve Program/Project Management and Achieve the President's Management Agenda (PMA), dated October 27, 2020. That letter provided recommendations to:

1. Reduce the accumulated regulatory burden.
2. Improve management of major acquisitions.

This letter provides updated recommendations that also address the Heritage Foundation Project 2025 Report, which you co-authored.

Excerpts from the PMA and the Project 2025 Report follow:

PMA Cross-Agency Priority (CAP) Goal 11, Improve Management of Major Acquisitions:

"Yet major acquisitions often fail to achieve their goals because many Federal managers lack the program management and acquisition skills required to successfully manage and integrate large and complex acquisitions into their projects. These shortcomings are compounded by complex acquisition rules that reward compliance over creativity and results."

Project 2025: Needed Reforms, Optimize the DOD acquisition community

Decentralize Defense Acquisition University (DAU) offerings and expand the DAU mission to include accreditation of non-DOD institutions...there is no reason for DAU to maintain a monopoly on the knowledge and certification that are required to perform as acquisition professionals. Further, the cost to private contractors and non-DOD civilians who aspire to such a role limits the supply of trained and certified candidates. DAU has become an unnecessary barrier to entry in a career field that is vital to the DOD mission.

Most bureaucrats would rather follow a checklist and fail than go outside the procedures and win because failure means negative career repercussions. Senior acquisition leaders should design a system that allows decision-makers to stay within the law but bypass unnecessary departmental

regulations that are not in the best interest of the government and hamper the acquisition of capabilities that warfighters require.

My current recommendations are summarized in a letter to Mr. Musk and Mr. Ramaswamy at DOGE, Subj: Recommendations to Drive Out Waste and Fraud at DOD, dated November 12, 2024. Detailed recommendations with an implementation plan are in the white paper, *Earned Value Management: "When you come to a fork in the road..."*, dated November 23, 2024.

I renew my offer to help you.

This letter and referenced documents may be downloaded from www.pb-ev.com.

Yours truly,



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cc:

Department of Government Efficiency (DOGE)

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