

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

May 10, 2025

The Hon. Secretary of the Army Dan Driscoll
Office of the Secretary of the Army
102 Army Pentagon, Washington, DC 20310-0102

Subj: Recommendations for the *Army Transformation Initiative* and the Digital Engineering Ecosystem

Dear Hon. Secretary of the Army Driscoll:

I listened to your and Gen. George's message at the House Appropriations Committee hearing and the recent podcasts. Please include my recommendations for acquisition reform in the second round of your *Army Transformation Initiative*. Work with Congress, OMB, Undersecretary of Defense Feinberg, and Gen. Richardson, AFMC, to address the following objectives and issues that raised by you, the "Chief," and the Committee members.

- Our Army will transform to a leaner, more lethal force by adapting how we...buy equipment.
- Sluggish and outdated bureaucratic processes.
- Break down barriers to transformation/build greater efficiency into our organization.
- Buy—capabilities...this is where we could use Congress' help.
- There's too much paperwork and too many forms.
- Incentive structure holds back acquisition.
- Something seems so preposterous; we are actively going to fight it.
- Get products that work.

Before getting into details, I read your bio and was pleased to learn that we have a common military background. I was an Army lieutenant (Finance) during the Vietnam War and my father was an infantryman during World War II.

Second, regarding your favorite book, "Scrum," I first covered Scrum in tutorials in 2009 and in 2020, at the

Scrum Application



See tutorial, "Agile Methods with
Performance-Based Earned Value,"
Systems & Software Technology Conference.
April 20, 2009

Naval Post Graduate School.

My recommendations were first posted on X in the following replies:



Links to letters:

Ltr to Camarillo, Subj: Army Digital Engineering Directive vs. DoD Policy and GAO's Call for Output-based Metrics.
June 23, 2024

<https://nebula.wsimg.com/931e72c71d4d32fc93861b2fe37d7efd?AccessKeyId=80397BEEB85860D9E29A&disposition=0&alloworigin=1>

Ltr to Morani, Subj: Sharing My Insights and Recommendations with Industry

<https://nebula.wsimg.com/5249b3d01598690b62d2c4235d84f6a2?AccessKeyId=80397BEEB85860D9E29A&disposition=0&alloworigin=1>

I mentioned Gen. Richardson because of my work with him when he was at SAFAQ, per the attached letter.

Pertinent articles, letters, white papers, and tutorials may be downloaded from www.pb-ev.com. The letters are at the Acquisition Reform tab. My next article, "More Better Program Management Through Digital Engineering" will be published in the July *Defense Acquisition Magazine*.

Breaking News: Please read the article I just received, in *PM World Journal*, Subj: "The Critical Need for Product-Focused Incentives in U.S. Federal Contracting," by my colleague, Carrie Tinker, <https://pmworldjournal.com/article/the-critical-need-for-product-focused-incentives>. I disagree with Carrie that "We all recognize EVM is a "proven business method" and used all over the world." It is incompatible with the digital engineering ecosystem. Lobbyists for traditional defense contractors may fight to protect their barrier to entry to potential Palantir/Andurils (Earned Value Management System standard, NDIA EIA-748). However, Carrie's recommendations, if implemented, will prevent them from getting undeserved award fees based on subjective criteria such as getting "Excellent" grades for complying with the sham standard's guidelines.

"Buy a Product that Works, not a SOW."

Paul J. Solomon

CC:

Hon. Pete Hegseth, USD

Hon. Glen Grothman, HOAC

Hon. Ken Calvert, HAC

Hon. Robert J. Wittman, HASC

Hon. Ro Khana, HASC

Hon. Roger Wicker, SASC

Hon. Elizabeth Warren, SASC

Jon Sindreu, WSJ

Stephen Feinberg, DoD

Hon. Tammy Duckworth, SASC

Hon. Adam Smith, HASC

Hon. Mike Rogers, HASC

Hon. Donald Norcross, HASC

Hon. Jim Jordan, HCOA

Hon. Joni Ernst, SASC

DOGE

Anthony Capaccio, Bloomberg News