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The Honorable Steven J. Morani
Performing the Duties of the OUSD(A&S)
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: WSJ Article on Saving Consulting Contracts

Dear Hon. Performing OUSD(A&S) Morani:

The WSJ printed an article yesterday entitled "Big Consulting Bosses Meet with Trump Officials to Save Contracts." The article is applicable to my letter on March 1, Subj: *Non-Essential Consulting Contracts for Fraud-Enabling Earned Value Management Scheme*.

I said that all consulting service contracts and software contracts regarding the DFARS Earned Value Management System (EVMS) clause should be terminated because they are non-essential. The conclusion was "Let's not pay consultants to support DoD and contractors when those contractors may rig the system, manage the numbers, and perpetuate a Ponzi scheme to keep funds and profits flowing."

My subsequent reply to an X post from Sen. Warren follows. :



Per the WSJ, in meetings with consultants, Josh Gruenbaum, the Federal Acquisition Service commissioner, "emphasized to executives that the government sees *value* in consulting—particularly in rolling out advanced technology and modernizing government agencies."

I agree. There is **value** in purchasing consulting services and software to acquire best commercial practices such as digital engineering.

However, it is counter-productive to retain contracts for non-essential consulting services and software that support compliance with the EVMS Standard EIA-748 guidelines. Compliance is non-essential and does not provide **management value**. Those contracts perpetuate a failed, 1967 process (then called Cost/Schedule Control System Criteria). Those purchases, whether by DoD or its contractors, do not advance or modernize how weapon systems are acquired.

EVM: "...easily Manipulated and Inadequate to the Task" (a)



EIA-748 Enables Easy Manipulation:

4 legs of the stool to fool:

1. Measure work (SOW), not technical performance (Product)
2. % Complete Earned Value Technique with "90% Rule"
3. Rework not planned (Budget from MR)
4. Deferred Functionality not Accounted For

(a) Commission on PLANNING, PROGRAMMING, BUDGETING AND EXECUTION
Report finding: "EVM systems have long been criticized as..."

Yours truly,

A handwritten signature in cursive that reads "Paul J. Solomon".

Paul Solomon

CC:

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|------------------------------|----------------------------------|
| Hon. Pete Hegseth, USD | Hon. Tammy Duckworth, SASC |
| Hon. Glen Grothman, HOAC | Hon. Adam Smith, HASC |
| Hon. Ken Calvert, HAC | Hon. Mike Rogers, HASC |
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| Hon. Elizabeth Warren, SASC | DOGE |
| Jon Sindreu, WSJ | Anthony Capaccio, Bloomberg News |