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June 25, 2025

The Honorable John Phelan  
Office of the Secretary of the Navy  
1000 Navy Pentagon  
Washington, DC 20350

Subj: SON Phelan's Commitments at Senate Appropriations Committee Hearing

Dear Hon. Secretary of the Navy Phelan:

This letter provides comments and recommendations regarding your Statement on Department of the Navy Posture before the Senate Appropriations Committee (SAC) on June 24. The recommendations apply to your commitments to reform and refocus on what matters, especially Accountability. The new recommendations augment those in my letter, Subj: SON Phelan's Commitments at Senate and House Hearings, dated June 16, as follows.

Phelan Comments and Commitments at SAC Hearing		
Objective	Phelan Comments and Commitments	My Recommendations
<b>Foster an Adaptive, Accountable and Innovative Warfighting Culture</b>	Better business practices:  Fix broken procurement processes.  Eliminate inefficiencies, reduce waste, and ensure that we deploy resources where they will have the most significant impact.	Replace NDIA EIA-748 earned value management system (EVMS) metrics with outcome-based metrics.  Eliminate DFARS EVMS clause and compliance reviews.  Retrain EVM specialists in scheduling and requirements management technical competencies.(a)  Replace Ineffective Bullshit Reviews with Integrated Baseline Reviews led by the Program Managers and SEs.
<b>Foster an Adaptive, Accountable and Innovative Warfighting Culture</b>	Leveraging technology to drive smarter decision-making.	Institutionalize iterative development and the digital engineering ecosystem including digital threads, digital twins, and Minimum Viable Products.
<b>Promoting Individual Accountability</b>	Use every tool available to drive better value, develop and enforce better contract standards, and hold people—and	Replace EVMS compliance requirements, compliance reviews, and related award/incentive fee criteria with outcome-based incentives and penalties.  "Buy a Product that Works, not a Statement of Work."

	<p>companies— responsible when they fall short. To ensure full accountability, we are working with the USDS Department of Government Efficiency (DOGE) to leverage every available tool so that the Department obtains the best value in its contracts.</p>	
<p>(a) My letter to Morani, Subj: Redeploy Extinct Earned Value Management Specialists to Positions Requiring Schedule Management and Requirements Management Technical Competencies, dated 3/15/25</p>		

Yours truly,



Paul Solomon

CC:

Hon. Pete Hegseth, Sec. Def.	Hon. Dep. Sec. Def. Stephen Feinberg
Hon. Glen Grothman, HOAC	Hon. Adam Smith, HASC
Hon. Mike Rogers, HASC	Hon. Tom Cole, HAC
HASC Hon. Under Secretary of Defense for Acquisition and Sustainment	Michael Duffey
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Jon Sindreu, WSJ	Anthony Capaccio, Bloomberg News