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March 15, 2025

The Honorable Stephen A. Feinberg  
Dep. Secretary of Defense  
1010 Defense Pentagon  
Washington, DC 20301-1010

Subj: Initial Acquisition Reform To Do List

Dear Hon. Secretary of Defense Hegseth:

My most recent letter to Sec. Def. Hegseth, dated March 10, concluded:

“Please incorporate my recommendations into “to do lists” for Mr. Feinberg and Mr. Phelan and connect with Mr. Vought to develop an OMB remedy.” That letter also reiterated proposed strategic objectives, implementation tactics, and a problem statement, as follows:

### **Acquisition Reform Strategic Objectives and Tactics**

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.

#### **Problem Statement**

DoD does not acquire weapon systems that work and are completed on time and under cost. Federal statutes, regulations, and DoD policy provide incentives that reward deceptive practices and failure, not successful outcomes.

For your initial to do list, please direct USD Morani to take the actions in my letter to him, Subj: Redeploy Extinct Earned Value Management (EVM) Specialists to Positions Requiring Schedule Management and Requirements Management Technical Competencies, dated March 14. This may result in a near term reduction in force by terminating EVMS compliance reviewers along with compliance reviews. You will benefit by getting reliable Integrated Program Management Data and Analysis Reports (IPMDAR) and Integrated Master Schedules (IMS) because those EVM specialists will act more like system engineers, not financial engineers, if they apply their schedule management and requirements management technical competencies. The program manager will be able to make decisions based on outcome-based metrics instead of manipulated estimates of the quantify of work completed.

Concurrently, direct DAU to terminate all training for EVM specialists and to improve its schedule management training by incorporating GAO scheduling best practices and the flow down of system engineering events and digital engineering artifacts to the IMS.

You can find detailed plans, best practices etc. in my white papers and acquisition reform letters at [www.pb-ev.com](http://www.pb-ev.com).

There will be more to come. I just wanted you to get started with low hanging fruit. Good luck.

Yours truly,

A handwritten signature in blue ink that reads "Paul J. Solomon". The signature is written in a cursive style with a long horizontal line extending from the end.

Paul Solomon

CC:

Hon. Sec. Def. Hegseth

Hon. Steven Morani, 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

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