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Mr. Stephen Feinberg CEO
Cerberus Capital Management, L.P.
875 Third Avenue
New York, NY 10022

Subject: Acquisition Reform Strategic Objectives and Tactics

Dear Mr. Feinberg:

This letter concerns your future role as Dep. Sec. Defense. Please consider adopting the strategic objectives and tactics herein to fix the acquisition process.

Objectives

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.

Implementation Tactics

1. Revoke DFARS Earned Value Management (EVM) regulation. Compliance requirements and reviews divert a program manager's focus from the product to the process. Reward real engineering, not financial engineering.
2. Reduce personnel at contractors and DoD that perform non-value-added tasks.
3. Replace periodic, misleading, manipulated EVM reports of schedule and cost performance with real-time, automated status reports that are based on Authoritative Sources of Truth. Replace botched metrics with outcome-based metrics.
4. Provide goals to USD nominees, Mr. Duffey and Mr. Michael.
5. Establish common objectives with Sec. Def. Hegseth and Mr. Vought.

Senate Confirmation Hearing

Letters referenced below contain Advance Policy Questions (APQ) for Dr. LaPlante, Dr. Plumb, and Mr. Andrews at previous Senate confirmation hearings and commitments that were stated but not kept.

Problem

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.

Implementation Details

The following letters and white papers contain implementation details.

To/White paper	Subject	Date
Trump Transition Committee	2025 Presidential Transition Project: PMI Project Management, not NDIA Earned Value	11/7/24
Vought	“When you come to a fork in the road...”	11/23/24
LaPlante	Realpolitik on Digital Engineering, Outcome-Based Metrics, and Project 2025, Part 2 (Note)	11/25/24
DOGE	Recommendations to Drive Out Waste and Fraud at DOD	11/12/24
Rogers	Your Opinion on “Future of U.S. Defense” and Comments at U.S. Space Force Celebration	1/11/25
White paper	Common Sense Project Management: “When you come to a fork in the road...”	1/19/25
White paper	DOD Acquisition Reform: EVMS-lite and Integrated Program Management, rev. 13	1/19/25
Note: Contains APQs that were used at SASC confirmation hearings for LaPlante, Plumb, Hunter		

You may verify my credentials with Dr. Shyu, Katrina McFarland, and Andrew Hunter. Letters from Sen. McCain dated March 5, 2015, and Gen. Duke Richardson dated February 2, 2022, state support for my reform efforts.

Download this letter, referenced letters, and white papers from www.pb-ev.com at the Acquisition Reform, DOGE, and White Paper tabs.

Yours truly,



Paul J. Solomon

CC:

- Hon. Glen Grothman, HOAC Hon. Adam Smith, HASC
- Hon. Ken Calvert, HAC Hon. Mike Rogers, HASC
- Hon. Robert J. Wittman, HASC Hon. Donald Norcross, HASC
- Hon. Ro Khana, HASC
- DOGE
- Hon. Carlos Del Toro, Secretary of the Navy
- Hon. David L. Norquist, NDIA
- Anthony Capaccio, Bloomberg News
- Shelby Oakley, GAO Jon Ludwigson, GAO