

Paul Solomon
3307 Meadow Oak Drive
Westlake Village, CA 91361

November 26, 2024

The Honorable Joni Ernst, SASC
111 Russell Senate Office Building
Washington, DC 20510

Subject: Happy Thanksgiving to You, Mr. Musk, and Mr. Ramaswamy

Dear Sen. Ernst:

Thank you for your letter to Mr. Musk and Mr. Ramaswamy with ideas for trimming the fat and reducing red ink. I hope that DOGE acts on your recommendations. I also sent a letter to them on November 12, Subj: Recommendations to Drive Out Waste and Fraud at DOD

This will be a great Thanksgiving Day for me because you recommended "Require Common Sense Project Management Principles." I have been nagging you and your colleagues since 2018 to remove a loophole in the Project Management Improvement Accountability Act (PMIAA). That loophole leaves DOD out of the PMIAA loop.

My white paper, *Common Sense Project Management: "When you come to a fork in the road..."*, dated 11/26/24 includes an effective acquisition reform plan for legislator and OMB.

You inspired me with your campaign to "make the porkers squeal." I have criticized DOD for buying Statements of Work (SOW) instead of products that provide needed capabilities. I used a SOW in the letter to the Trump Transition Committee, Subj: 2025 Presidential Transition Project: PMI Project Management, not NDIA Earned Value (Part 3), November 10, 2024. Excerpt:

Behind the curtain is the EVMS Standard, EIA-748, which is required by DFARS. EIA-748 is maintained and defended by the NDIA Integrated Program Management Committee. As I wrote to Secretary Del Toro and Vice Chair Wittman, the guidelines in EIA-748 perpetuate the following:

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..."

"Use Outcome-based Metrics that Work to Build a Product that Works" (not a SOW)

The PBBE Final Report cited criticism that EVMS can be easily manipulated and inadequate to the task.

I offered to support DOGE and repeat my offer to support you in any way. I worked with Sen. McCain for several years on acquisition reform and the F-35 program. Please pick up his gauntlet.

Respectfully,

A handwritten signature in blue ink that reads "Paul J. Solomon". The signature is written in a cursive style and is positioned above a light pink rectangular highlight.

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Cc:

USD (Comptroller)/CFO Michael McCord
Hon. Bill LaPlante (USD)
Hon. Andrew Hunter, AF Asst. Sec. for AT&L
Honorable Ken Calvert
Hon. Carlos Del Toro, Secretary of the Navy
Nickolas Guertin (ASN RD&A)
Honorable David L. Norquist, NDIA
Hon. Robert J. Wittman
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Hon. Heidi Shyu, (USD(R&E))
Hon. Donald Norcross
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Anthony Capaccio, Bloomberg News
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Jon Ludwigson, GAO