

Paul Solomon
3307 Meadow Oak Drive
Westlake Village, CA 91361

November 24, 2024

The Honorable Shalanda Young, Director
The Office of Management and Budget
725 17th Street, NW
Washington, DC 20503

Subj: Transition Actions for You and Chief of Staff Zients

Dear OMB Director Young:

I submitted recommended acquisition reforms to you, in 2022, and to White House Chief of Staff Zientz, in 2021, that were ignored. If implemented, the reforms would:

1. Eliminate a regulation, the DFARS Earned Value Management System (EVMS) standard EIA-748 clause that is not in the best interest of the government and hampers the acquisition of capabilities that warfighters require.
2. Provide transparency, accountability, and situational awareness of cost, schedule, and technical progress during the acquisition of software-intensive, major capability acquisitions.

During the presidential transition process, please cooperate with OMB Director-Nominee Vought, to take care of unfinished business.

Please refer to the following letters which include previous recommendations:

Zientz, Subj: Acquisition Reforms to Reduce Defense Costs, June 1, 2021

Young, Subj: Improve Effectiveness of OMB Circular A-11 and Questions for NDIA, March 30, 2022

Updated Recommendations

The previous recommendation to remove the ambiguity in the *Capital Programming Guide* is still valid and needed. The cited paragraph should be clarified and amplified, as follows:

Using EVM, the contractor plans its work using a contractually specified WBS as the baseline. The tasks, services, or deliverables that must be produced by the organization are described in the WBS structure. *The technical objectives must be described as a technical baseline in the WBS structure or in a referenced authoritative source of truth.*

The previous recommendation to adopt a voluntary consensus standard from the Project Management Institute in lieu of EIA-748 is still valid and needed. However, please refer to the

current version of that recommendation. My letter to Director-Nominee Vought, Subj: "When you come to a fork in the road...", dated November 23, 2024, points to the current recommendation.

Since I contacted you in 2022, there has been congressional scrutiny of cost overruns and schedule slips in the Sentinel and F-35 programs as well as major ship programs. These programs shared failure of the sham EVMS process to provide accurate situational awareness and early warning of looming failures.

Please support the Transition Team by backing implementation of my recommendations.

This and previous letters may be downloaded from www.pb-ev.com at the "Acquisition Reform" tab.

A handwritten signature in blue ink that reads "Paul J. Solomon" with a long horizontal flourish extending to the right.

Paul J. Solomon
paul.solomon@pb-ev.com

cc:

OMB Director-Nominee Russell Vought