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April 12, 2025

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

Subj: Exec. Order "Reducing Anti-Competitive Regulatory Barriers"

Dear Hon. Dep. Secretary of Defense Feinberg:

My letter to you, dated Jan. 26, included the following request:

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.

I am pleased that Sec. 3(a) of Pres. Trump's Executive Order dated April 9, "Reducing Anti-Competitive Regulatory Barriers," requires DoD to complete a review of all regulations subject to their rulemaking authority and identify those that"

- (ii) *create unnecessary barriers to entry for new market participants;*
- (v) *unnecessarily burden the agency's procurement processes, thereby limiting companies' ability to compete for procurements;*

A similar request, in a letter to your predecessor, Hon. Kathleen Hicks, Subj: DoD Acquisition Reform Needs and Recommendations, dated Feb. 9, 2021, included the following excerpt:

Solution is to implement the PMIAA at DoD including replacing EIA-748 with a standard that is in accordance with ANSI-accepted P/PM standards, as prescribed in the white paper, the tutorial, and in an email to Ellen Lord.



Ms. Hicks and Ms. Lord did nothing about it. Thanks for not kicking the ball down the road. Instead, you got the ball rolling. Please work with the FTC and OMB to rescind the DFARS Earned Value Management System clause.

My white papers include recommendations to assist you in achieving the other strategic objectives cited above.

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 flourish at the end.

Paul Solomon

CC:

Hon. Ken Calvert, HAC

Hon. Robert J. Wittman, HASC

Hon. Ro Khana, HASC

Hon. Roger Wicker, SASC

Steven Morani, DoD

Hon. Elizabeth Warren, SASC

Jon Sindreu, WSJ

Hon. Mike Rogers, HASC

Hon. Donald Norcross, HASC

Hon. Jim Jordan, HCOA

Hon. Joni Ernst, SASC

Hon. Pete Hegseth DoD

DOGE

Anthony Capaccio, Bloomberg News