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January 31, 2025

Hon. Sen. Roger Wicker  
Chairman, SASC  
Russell Senate Building, Room 228  
Washington, D.C., 20510

Subject: Recommendations to *Restore Freedom's Forge*

Dear Hon. Sen. Wicker:

I just finished watching your hearing "To receive testimony on defense innovation and acquisition reform."  
I also re-read your report, *Restoring Freedom's Forge (Forge)*. I sent *Forge* recommendations to you on January 7 that also address issues and topics raised at the hearing.

My solutions are included in the two white papers cited in the attached letter to Mr. Feinberg, Subj: Acquisition Reform Strategic Objectives and Tactics, dated January 26, and in the white paper, *Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management*, January 27, 2025.

### **Restoring Freedom's Forge**

My solutions address two parts of your plan *FOR DRIVING EFFICIENCY INTO WEAPON SYSTEMS ACQUISITION*, Cut Red Tape and Enable Decisive Action. Pertinent excerpts from your report follow.

#### **Cut Red Tape Excerpts**

Decades of layered statute and regulation has created a labyrinth of rules...prevent...thinking innovatively or moving with urgency. Congress should repeal statutory provisions that add reporting requirements...or micromanage the executive process.

... regulatory obstacles and busy work...striking or streamlining hundreds of redundant or distracting provisions from statute, keeping only the core tenants of good policy.

The FAR...including supplements, clauses, forms, and instructions – runs 6,000 pages, with thousands more in guidebooks...Overregulation has created a culture of compliance and box-checking that comes at the expense of mission outcomes.

#### **Enable Decisive Action Excerpt**

Dozens of oversight organizations drive lengthy reviews to ensure compliance with mountains of policies. The more decisions are bogged down by unaccountable officials, the more bloated and dysfunctional the organization becomes.

### **Hearing**

The solutions also address the following issues raised at the hearing:

- Regulations...outdated and excessive compliance requirements....the type of work that DOGE is contemplating...Contracting regulations total more than 6,000 pages. Financial regulations add up to more than 7,000 pages...how this committee can reduce the statutory and regulatory burdens, even as we retain the core elements of good policy.
- ...perverse incentives embedded in our broken acquisitions process.
- ...centralized, predictive program...management, and oversight process values time spent, not time saved. It values costs and effort, not value and outcomes.
- changing the reviewer to doer ratio.
- Digital thread and accountability...digitize our industrial base, we must digitize our bureaucracy.
- DoD's management of technical debt.

### **Strategic Objectives and Tactics proposed to Mr. Feinberg**

I also asked Mr. Feinberg to adopt the following strategic objectives and tactics to fix the acquisition process. If you agree that these are correct and consistent with your objectives, let him know.

#### **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.

### **Sen. McCain**

I supported Sen. McCain during 2011-2018 with assessments and recommendations regarding weapon systems acquisition reform and oversight of the F-35 program. I know how to cut out waste, fraud, and abuse in acquiring weapon systems and how to achieve your objectives.

This letter, the white papers, and letters to and from Sen. McCain may be downloaded from [www.pb-ev.com](http://www.pb-ev.com) at the Acquisition Reform and "White Paper" tabs.

Yours truly,



Paul J. Solomon

CC:

Sen. Joni Ernst

Sen. Elizabeth Warren

Sen. Jack Reed

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