

Paul Solomon
3307 Meadow Oak Drive
Westlake Village, CA 91361
Paul.solomon@pb-ev.com

May 16, 2026

The Honorable Michael Duffey
Under Secretary of Defense for Acquisition and Sustainment
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: Changing the System from Compliance-Oriented to Incentives for Outcomes and Delivery

Dear Hon. USW (A&S) Michael Duffey:

This augments my letter, Subj: *Your Testimony on Performance-based Acquisition and Accountability*, dated March 8, 2026 and eighteen previous letters.

You asked the following question at the McAleese and Associates Defense Programs Conference 2026 in March, 2026.

“How do we think about changing the system so that it’s not compliance oriented...but incentives for outcomes and delivery?”

My most recent thinking about changing the system is in the letter to Hon USW(R&E) Emil Michael, Subj: *Implementing EO Promoting Efficiency, Accountability, and Performance in Federal Contracting* dated May 2, 2026. That letter includes recommendations for complying with the EO and implementing the Acquisition Transformation Strategy.

Yours truly,



Paul Solomon

CC:

Hon. Dep. Sec. Stephen Feinberg	Shelby Oakley, GAO
Hon. Adam Smith, HASC	Hon. David Norquist NDIA
Hon. Mike Rogers, HASC	Hon. Troy Meink, Sec. of the AF
Hon. Roger Wicker, SASC	Hon. Hung Cao, Acting Sec. of the Navy
Hon. Russell Vought, Director, OMB	Hon. Pete Hegseth, Sec. of War
Hon. Gen. Saltzman, U.S. Space Force	Hon. DoW CIO Kirsten Davies
Hon. Dan Driscoll, Sec. of the Army	Hon. USW(R&E) Emil Michael
Anthony Capaccio, Bloomberg News	