

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

November 10, 2025

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

Subj: Recommendations to Implement Memo, Subj: Transforming the Warfighting Acquisition System

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

Sec. Hegseth's memo, Subj: Transforming the Warfighting Acquisition System (Trans Memo), dated November 7, 2025, directs you to update the 5000-series DoW Instructions, DFARS, and other relevant documents to codify Trans Memo directions regarding Authoritative Sources of Truth, automated program performance reporting, outcome-based metrics, digital threads, and real-time data.

The white paper, *Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management*, already included recommended updates in Table 3. It was revised today to cite the Trans Memo.

Recommendations to update DFARS are in the white paper, *Common Sense Project Management, "When you come to a fork in the road."*

Yours truly,



Paul Solomon

CC:

Hon. Adam Smith, HASC

Hon. Mike Rogers, HASC

Hon. Roger Wicker, SASC

Russell Vought, Director, OMB

Hon. SON John Phelan

Hon. Gen. B. Chance Saltzman, U.S. Space Force

Hon. Pete Hegseth, Sec. of War

Anthony Capaccio, Bloomberg News

Meg O'Keefe SAE G-47 SE Committee

Hon. David Norquist NDIA

Hon. Troy Meink, Sec. of the AF

Dep. Sec. of War Stephen Feinberg

Hon. USD Emil Michael

Hon. Dan Driscoll, Sec. of the Army

Acting DCMA Dir. Ebright

John Evers SAE G-47 SE Committee