

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

November 4, 2025

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

Subj: Transforming the Warfighting Acquisition System

Dear Hon. Dep. Secretary of Defense Feinberg:

The draft memo, titled "Transforming the Warfighting Acquisition System to Accelerate Fielding of Capabilities," is reported to state:

1. "The core principle of this transformation is simple: place accountable decision makers as close as possible to program execution, eliminate non value added layers of bureaucracy, and prioritize flexible trades and timely delivery at the speed of relevance."
2. "Every process, board and review must justify its existence by demonstrating how it accelerates capability delivery to meet warfighter needs."

A non-value-added layer of bureaucracy that should be eliminated is the DCMA organization that reviews contractor compliance with the earned value management system (EVMS) business process, as prescribed by the EVMS standard, EIA-748.

The elimination of the driving DFARS EVMS clause will require statutory authority and a revision to OMB policy. Please include DoW's intent to obtain such authority and policy revision in the final memo.

Yours truly,



Paul J. Solomon

CC:

|                                                |                                     |
|------------------------------------------------|-------------------------------------|
| Hon. Adam Smith, HASC                          | Hon. USD Michael Duffey             |
| Hon. Mike Rogers, HASC                         | Hon. David Norquist NDIA            |
| Hon. Roger Wicker, SASC                        | Hon. Troy Meink, Sec. of the AF     |
| Russell Vought, Director, OMB                  | Dep. Sec. of War Stephen Feinberg   |
| Hon. SON John Phelan                           | Hon. USD Emil Michael               |
| Hon. Gen. B. Chance Saltzman, U.S. Space Force |                                     |
| Hon. Pete Hegseth, Sec. of War                 | Hon. Dan Driscoll, Sec. of the Army |
| Anthony Capaccio, Bloomberg News               | Acting DCMA Dir. Ebright            |
| Meg O'Keefe SAE G-47 SE Committee              | John Evers SAE G-47 SE Committee    |