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

Subj: Prioritized Menu of Acquisition Reform Actions

Dear Hon. Dep. Secretary of Defense Feinberg:

This letter includes a prioritized menu of acquisition reform actions for you to consider. It is distilled from the letters to you or your colleagues including the attached letter when you were at Cerberus, Subj: Acquisition Reform Strategic Objectives and Tactics, dated January 26, 2025.

Menu of Acquisition Reform Actions for Hon. Dep. Sec. of War Feinberg			
Action	Benefits	Ease or Speed of Implementation	Statutory Requirement
1. Terminate DCMA EVMS Compliance Reviews and Metrics	Reduce waste; Ineffective and not value-added.	Easiest, fastest.	No
2. Submit public comment to SAE International to approve my procedural appeal regarding balloting for SAE/EIA-748E.	Avoid costs to implement a revised standard in training, policies, guides, and compliance reviews.	Easy, fast.	No.
3. Advise OMB Dir. Vought to revise OMB policy to omit references to EIA-748 and to terminate its designation as a Voluntary Consensus Standard because it is not fit for use.	Terminate standard that is costly to administer, obscures situational awareness of cost, schedule, and technical performance, and is not fit for use.	Easy, fast.	No.
4. Request that NDIA Pres. Norquist initiate request to SAE Int. to cancel EIA-748D.	Initiate process to terminate DFARS EVMS clause.	Easy, fast.	No.

5. Advise SASC and HASC Chairmen of above actions and request statutory relief.	Initiate process to terminate requirement for DFARS EVMS clause.	Easy, fast.	Yes.
6. Direct Michael, Duffey, Driscoll, Mink, Phelan etc. to implement my recommendations for engineering best practices and project management in policy, contracts, training etc.	Obtain benefits of digital engineering ecosystem ASAP.	Not easy or fast. Statutory approval likely for new contract types and clauses, incentives, etc.	Yes

The website, www.pb-ev.com, includes letters organized by topic and by the individual responsible for implementing recommended acquisition reforms. The recommended fixers include military, legislative, and executive branch (OMB) leaders. It also includes articles and tutorials of recommended best practices for systems engineering, digital engineering, and project management.

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 Air Force
Hon. Dan Driscoll, Sec. of the Army	Russell Vought, Director, OMB
Hon. SON John Phelan	
Hon. Gen. B. Chance Saltzman, U.S. Space Force	
Hon. Pete Hegseth, Sec. of War	Hon. Emil Michael, USD R&E
Anthony Capaccio, Bloomberg News	
Meg O'Keefe SAE G-47 SE Committee	John Evers SAE G-47 SE Committee