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May 17, 2026

Asst. Sec. of War for Industrial Base Policy Michael Cadenazzi
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: Fix the Core Acquisition System

Dear ASW Michael Cadenazzi:

I agree with your assessments, at XPONENTIAL 2026, that:

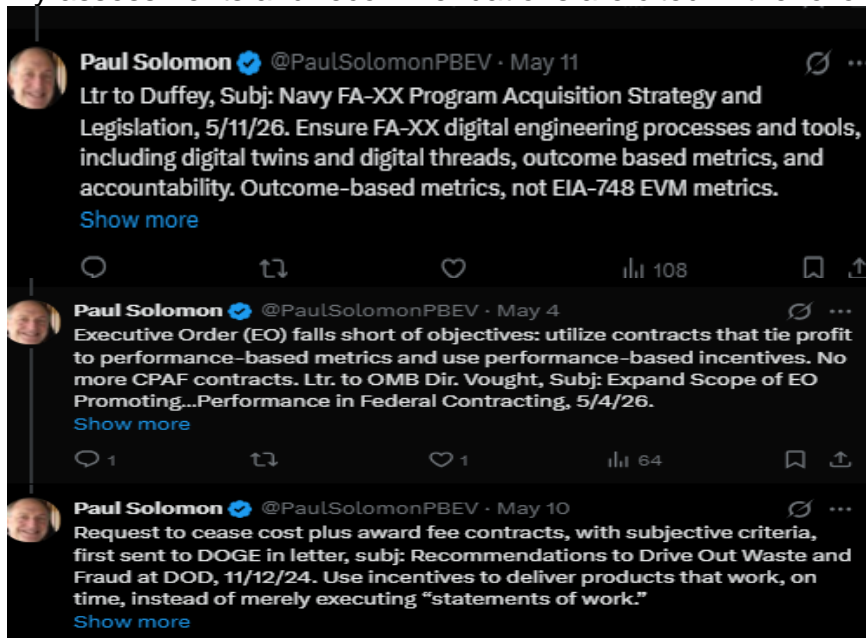
1. "...outside-the-lines initiatives have not resulted in fundamental structural improvement of the core acquisition system."
2. "...delivered late and with significant operational challenges... We need radically different outcomes, and that requires radically different processes."

You committed to "fix the core system." It has not been fixed. The following elements of the Acquisition Transformation Strategy (ATS) have not been completed.

OUSW(A&S) will:

1. Assess the effectiveness of existing reporting requirements and conduct a review...to ensure reported metrics appropriately convey program health, status, ongoing or anticipated issues, risks, and actions required to address possible causes for delay.
2. Assess whether the correct data is collected and assessed for informed decision making and that the metrics being tracked are outcome focused.
3. Review how data is currently used and ingested, and where improvement is needed to address gaps, while ensuring the reporting process does not become overly burdensome.
4. Ensure the proper use of digital threads and the ability to use real-time data to inform decision-making.

My assessments and recommendations are cited in the following X posts:



Paul Solomon @PaulSolomonPBEV · Apr 29

Hegseth/Feinberg did nothing to improve development of major weapon acquisitions from traditional contractors. Letter to Feinberg, subj: Your Scorecard for Transforming the Warfighting Acquisition System, 4/29/26. img1.wsimg.com/blobby/go/1ca0...

4:03 AM · May 8, 2026 · 236 Views

Secretary of War Pete Hegseth @SecWar · May 7

Thanks to President Trump's \$1.5 trillion defense budget, this War Department has moved from bureaucracy to business.

This is a **FISCALLY RESPONSIBLE INVESTMENT** in our Arsenal of Freedom —ensuring our military remains the most lethal fighting force in the world.



Paul Solomon @PaulSolomonPBEV · 21h

You said "we're going to spend every dollar of that money responsibly" but did not change development of major weapon systems by traditional contractors. Letter to USW Duffey, Subj: Changing the System from Compliance-Oriented to Incentives for Outcomes and Delivery, 5/16/26. [Show more](#)

Paul Solomon @PaulSolomonPBEV · May 4

Executive Order (EO) falls short of objectives: utilize contracts that tie profit to performance-based metrics and use performance-based incentives. No more CPAF contracts. Ltr. to OMB Dir. Vought, Subj: Expand Scope of EO Promoting...Performance in Federal Contracting, 5/4/26. [Show more](#)

Paul Solomon @PaulSolomonPBEV · May 10

Request to cease cost plus award fee contracts, with subjective criteria, first sent to DOGE in letter, subj: Recommendations to Drive Out Waste and Fraud at DOD, 11/12/24. Use incentives to deliver products that work, on time, instead of merely executing "statements of work." [Show more](#)

Paul Solomon @PaulSolomonPBEV · May 6

The white paper, Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management, 5/6/26, was revised to cite Authoritative Sources of Truth for performance and reliability metrics in SEI documents. White paper: [Show more](#)

Paul Solomon @PaulSolomonPBEV · May 2

The Executive Order was incorporated into the revised white paper, Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management, May 2, 2026. img1.wsimg.com/blobby/go/1ca0...

Paul Solomon @PaulSolomonPBEV · May 3

Letter to USW(R&E) Emil Michael, subj: Implementing EO Promoting Efficiency, Accountability, and Performance in Federal Contracting, 5/2/26, is consistent with the EO. enhanced improvements to DoDI 5000.97 and recommendations to use the digital thread for schedule performance metrics, technical performance incentives, schedule performance incentives, the Minimum Viable Product, and the Minimum Viable Capability Release. img1.wsimg.com/blobby/go/1ca0...



Please hurry because, as stated above, some of my recommendations need statutory authority. The NDAA markups are now being prepared.

Cited letters, including this one, white papers, and articles may be downloaded from www.pb-ev.com .

Yours truly,

Paul Solomon

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