




Mr. Paul Solomon
Northrop Grumman Integrated Systems
3307 Meadow Oak Drive
Westlake Village, CA 91361

Dear Mr. Solomon:

Please accept my sincere appreciation for speaking at the June 2004 DCMA Program Support Conference. Your presentation on Performance-Based Earned Value was crucial to the success of the conference. In addition to the superb information you provided, the attendees were particularly appreciative of the opportunity for questions and answers. My gratitude echoes the comments of those who attended. The feedback we received was very positive regarding your presentation.

Your participation helped make this conference a valuable learning experience for DCMA personnel. Again, thank you for your contribution to the 2004 DCMA Program Support Conference.


DARRYL A. SCOTT
Major General, USAF
Director, Defense Contract
Management Agency