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June 27, 2025

The Hon. Secretary of the Air Force Dr. Troy Meink
1670 Air Force Pentagon
Washington, DC 20330-1670

Subj: B-2 Success Stories; 2000 and 2025

Dear Hon. Sec. of the Air Force Troy Meink:

I am proud to learn of B-2 success stories because I worked on the B-2 at Northrop Grumman in program management controls for twenty years. I was also a former Army officer during the Vietnam War.

At recent hearings, you stated "We are on track with the government (B-21) acquisition program's baseline for cost, schedule, and performance." I hope you stay on track. Please consider my success story on the B-2 program and apply B-2 best practices to the B-21 and F-47 programs.

The B-2 story was retold in *Defense Acquisition Magazine*, Title: "Better Program Managing Through Digital Engineering" (SE), dated May-June 2022. It cited an article in *Air Force Aerospace Acquisition 2000*. Excerpts:

"The B-2...Program implemented several innovative process improvements include integrating Earned Value with systems engineering (SE) processes and defining improved SE processes to support EVM. These changes paid off during upgrades of the B-2 weapon system.

One of those upgrades was the development of the Joint Standoff Weapon/Generic Weapon Interface System, a software-intensive effort. The new metrics helped to make it a very successful program. The methodology was used to ensure that the warfighter received the most functionality from software development efforts. On JSOW, we provided 85 percent more than originally planned.

The Engineering Requirements matrix...was the Authoritative Source of Truth for planning and tracking the status of requirements."

A sequel will be published in the July-August issue entitled "Program Management Through DE Updated." An excerpt from the proof follows:

to program management, and lives on in sustainment. Digital acquisition even supports audit compliance and ties together all acquisition and prototyping reform.

Deputy Secretary of Defense Stephen Feinberg commented on the transformation to digital acquisition at his Feb. 25, 2025, confirmation hearing: "It's my understanding that AI, digital twin technology, and MBSE significantly enhance the department's T&E approaches and decision-making. Advancements in these technologies lead to faster product development and reduced costs, ultimately supporting improved acquisition decisions and outcomes, even into sustainment."

B-2 Success Story. My 2022 article included a B-2 program success story. Schedule performance was based on the status of engineering ar-

tifacts in the requirements traceability matrix. Performance-based metrics helped make the B-2 a very successful program and demonstrated how to measure progress of SE requirements management, traceability, and verification. For more background information see the May 2006 article, "Practical Performance Based Earned Value," in *CrossTalk, The Journal of Defense Software Engineering*. In a recent memorandum, Secretary of Defense Pete Hegseth gave this directive: "Implement performance-based contracting to reduce waste."

I hope that the effective SE and PM practices used in 2002 are incorporated into the DE ecosystem for the B-21 and F-47 programs.

SOLOMON received the David Packard Excellence in Acquisition Award in 1998 for his participation on the Integrated Management Joint Team that developed the first earned

Please consider implementing the recommendations in the two articles and in the attached white paper, "Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management," on your programs.

A letter from Lt. Gen Duke Richardson, dated February 2, 2022 and regarding the white paper, is attached.

Yours truly,



Paul J. Solomon

CC:

Hon. Pete Hegseth, Sec. Def.	Hon. Dep. Sec. Def. Stephen Feinberg
Hon. Glen Grothman, HOAC	Hon. Adam Smith, HASC
Hon. Mike Rogers, HASC	Hon. Tom Cole, HAC
Hon. Under Secretary of Defense for Acquisition and Sustainment Michael Duffey	
Hon. Robert J. Wittman, HASC	Hon. Donald Norcross, HASC
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