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The Honorable Kathleen Hicks
Deputy Secretary of Defense
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: Commission on the National Defense Strategy (NDS) Final Report

Dear Deputy Secretary Hicks:

This letter augments the letter dated March 7, 2024, regarding the National Defense Industrial Strategy and NDAA Sec. 827, Modification to Earned Value Management System (EVMS) Requirements.

Yesterday, the SASC hearing on the *Final Report of the Commission on the National Defense Strategy* and the Report itself provided compelling reasons to implement my recommendations to:

1. Repeal the DFARS EVMS clause
2. Implement outcome-based metrics, and
3. Integrate digital engineering (DE), systems engineering, and program management.

Chairman Reed's opening statement cited the Commission's call for "a restructuring of the Department's procurement and acquisition process." The recommendations in my white papers support that restructuring and address the following findings in the Final Report.

- DoD's business practices, (and) byzantine...procurement systems...are not suited to today's strategic environment.
- DoD should...rewrite regulations to speed defense procurement (and address cultural impediments and risk aversion).
- DoD should recognize the value of software and better organize its business practices accordingly. Companies should...be freed from excessive regulation.
- Overcoming the cultural and institutional barriers to innovation at speed and scale is a critical requirement for achieving the goals of the NDS...Replace legal, regulatory, and cultural barriers with the mindset and exhortation to solicit, identify, test, procure, and adapt new technology.
- Lack of sub-tier suppliers across defense industries...because of disincentives that smaller and nontraditional defense companies face when producing defense-related hardware or software...include...significantly more regulations than exist for other procurement.

Please implement the recommendations and set the foundation of a DE ecosystem.

Yours truly,



Paul Solomon

CC:

Hon. Bill LaPlante (USD) Hon. Andrew Hunter, AF Asst. Sec. for AT&L
Hon. Adam Smith, HASC Hon. Carlos Del Toro, Secretary of the Navy
Nickolas Guertin (ASN RD&A) Honorable David L. Norquist, NDIA
Hon. Glenn Grothman, House Committee on Oversight and Accountability
Hon. Robert J. Wittman, HASC Hon. Heidi Shyu, (USD(R&E))
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