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The Honorable Gregory Kausner
USD(A&S)
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: Digital Engineering, GBSD Program, and Award Fees

Dear Undersecretary Kausner:

This letter augments the email sent yesterday, subj: "Revised "EVMS-lite" covers Digital Engineering Strategy, eliminates SE/EVMS stovepiping and the letter, subj: EVMIG Award Fee Criterion to Integrate Systems Engineering with EVMS, dated October 7.

Please consider authorizing a pilot program to test and assess the effectiveness my recommended practices on the Northrop Grumman Ground-Based Strategic Deterrent (GBSD) EMD Program. Northrop Grumman asserts that it is leveraging digital engineering principles to model and authenticate virtual designs and significantly shorten development timelines. I recommend that Northrop Grumman be incentivized to implement my recommendations on a GBSD subsystem and that the award fee criterion be based on how well the EVM performance measurement baseline is traceable to the technical baseline using the *digital authoritative source of truth* to:

1. Produce digital artifacts, support reviews, and inform decisions
2. Manage cost, schedule, performance, and risks

The contents of the email follow:

The attached, revised white paper, **DOD Acquisition Reform: EVMS-lite to Program/Project Management, Rev. 28**, enhances prior recommendations to eliminate the stove-piping of EVMS and systems engineering. The proposed revisions will enable EVMS to be consistent with DoDI 5000.88 procedures and DoD Digital Engineering Strategy to use the "digital authoritative source of truth," when available, as the technical baseline to manage cost, schedule, performance, and risks on Major Capability Acquisitions.

It is recommended that AAF policies and DoD guides regarding EVMS and systems engineering be revised.

A GBSD pilot program would also support the plans and objectives of the R&E Systems Engineering Modernization initiative, which is developing a plan to update the Defense Department's systems engineering guidance.

Finally, the NDAA for FY 2022, includes Sec. 1624, Review of EMD Contract for GBSB Program. If passed, the provision requires an analysis of the ability of the Air Force to implement industry best practices during the EMD phase of the GBSB program. The Air Force and Northrop Grumman should implement the recommendations herein as an element of complying with the NDAA provision.

A handwritten signature in blue ink that reads "Paul J. Solomon". The signature is written in a cursive style and is positioned above the printed name.

Paul Solomon
818-212-8462

CC:
Kathleen Hicks, Dep. Sec. of Defense
HASC Chairman Adam Smith