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The Honorable Steven J. Morani  
PTDO OUSD(A&S)  
1010 Defense Pentagon  
Washington, DC 20301-1010

Subj: Reduce Costs for Earned Value Management Compliance plus FFRDC Research

Dear PTDO OUSD(A&S) Morani:

This augments previous letters to you with recommendations to cut costs and personnel for DCMA Earned Value Management (EVM) compliance reviews. It cites a 2014 Rand Corp. research paper entitled “The U.S. Department of Defense’s Earned Value Management–Analyst Workforce.” The research paper has information of the size of the EVM work force at that time. Please use the information to reduce the size of that work force as well as other wasteful costs described below. .

The report included the following table.

**Table 2.1**  
**Total Population of Earned Value Management Analysts, by Personnel Type**

DoD Component	Military	Civilian	Contractor	Total
Army	11	110	61	182
Navy	1	199	72	272
Air Force	19	155	41	215
Fourth Estate	5	560	23	588
Total	36	1,024	197	1,257

NOTE: Includes government EVM analysts from Defense Contract Management Agency (DCMA) and support contractors.

The report also asserted the false claim that “analysts track EVM metrics to support the development and maintenance of baseline cost, schedule, **and technical** performance.” Even the NDIA does not agree with that assertion. As I reported to you in the letter dated April 30, the draft EVMS standard, EIA-748, states:

“Complementary systems or methodologies such as systems engineering...often *interface* with the EVMS. Its guidelines pertain to work, *not the system requirements* or the product.”

Rand is a federally funded research and development center (FFRDC). In my opinion, the appropriated funds for that report were non-essential and wasted. Please determine what non-essential research at Rand and other FFRDCs should be terminated.

Your actions can finally obtain a ROI from the appropriated funds that were wasted on that report until now.

**Buy a Product that Works, not a SOW.**

Yours truly,

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

CC:

Hon. Pete Hegseth, USD	Hon. Tammy Duckworth, SASC
Hon. Glen Grothman, HOAC	Hon. Adam Smith, HASC
Hon. Ken Calvert, HAC	Hon. Mike Rogers, HASC
Hon. Robert J. Wittman, HASC	Hon. Donald Norcross, HASC
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