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January 18, 2026

The Honorable USD (R&E) Emil Michael
Office of the Under Secretary of War, Research and Engineering (USW(R&E))
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: Hold Program Managers and Contractors Accountable to Deliver on Time

Dear Hon. USD (R&E) Emil Michael:

Please revise DODI 5000.97 Digital Engineering (DE) and the Systems Engineering (SE) Guidebook. To hold program management and contractors accountable to deliver products on time, the DE ecosystem needs output-based metrics that are traceable to objective, authoritative sources of truth.

The revised white paper, Subj: *Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and DE with Program Management*, January 18, 2026, includes specific revisions to your documents.

The revisions are needed to specify digital artifacts in the digital thread as authoritative sources of truth. The artifacts should be on the critical path towards delivering the Minimum Viable Product and the Minimum Viable Capability Release. The artifacts should be evidence of schedule performance and for determining technical performance incentives and disincentives.

Yours truly,



Paul Solomon

CC:

Hon. Adam Smith, HASC	Hon. Mike Turner, HASC
Hon. Mike Rogers, HASC	Hon. David Norquist NDIA
Hon. Roger Wicker, SASC	Hon. Michael Duffey, USD
Russell Vought, Director, OMB	Hon. Dep. Sec. of War Stephen Feinberg
Hon. SECNAV John Phelan	
Hon. Gen. Saltzman, U.S. Space Force	Hon. Robert Wittman, HASC
Hon. Dan Driscoll, SECARMY	Shelby Oakley, GAO
Hon. Ken Calvert, HAC	Hon. SECAF Troy Meink
Anthony Capaccio, Bloomberg News	Hon. Michael Payne, Dir. CAPE