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The Honorable USW(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: Implementing EO *Promoting Efficiency, Accountability, and Performance in Federal Contracting*

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

My previous letter, Subj: Hold Program Managers and Contractors Accountable to Deliver on Time, dated January 18, 2026, included recommendations to revise DoDI 5000.97 Digital Engineering (DE) and the Systems Engineering Guidebook and to use technical performance incentives. Excerpt:

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...be evidence of schedule performance...determining technical performance incentives and disincentives.

Pres. Trump's Executive Order, *Promoting Efficiency, Accountability, and Performance in Federal Contracting*, April 30, 2026 (EO), directs executive branch departments and agencies to modify, restructure, or renegotiate specified non-fixed-price contracts to facilitate use of fixed prices and performance-based incentives for contract deliverables.

The white paper, *Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and DE with Program Management*, 5/2/26, now cites and is consistent with the EO. It includes enhanced improvements to DoDI 5000.97 and recommendations to use the digital thread for schedule performance metrics, technical performance incentives, schedule performance incentives, the Minimum Viable Product, and the Minimum Viable Capability Release.

Please consider those recommendations when complying with the EO and implementing the Acquisition Transformation Strategy.

Yours truly,



Paul Solomon

CC:

Hon. Dep. Sec. Feinberg	Hon. USW(A&S) Michael Duffey
Hon. Adam Smith, HASC	Shelby Oakley, GAO
Hon. Mike Rogers, HASC	Hon. David Norquist NDIA
Hon. Roger Wicker, SASC	Hon. Troy Meink, Sec. of the AF
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Anthony Capaccio, Bloomberg News	

