Paul Solomon
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Westlake Village, CA 91361

November 8, 2026

The Honorable Russell Vought
Director, Office of Management and Budget
725 17th St., NW
Washington, DC 20503

Subj: Nomination of Representative Elect Jacqui Irwin to House Armed Services Committee

Dear Hon. OMB Director Vought:

This letter augments the letter, Subj: Expand Scope of Executive Order *Promoting…Performance in Federal Contracting* dated May 4, 2026. That letter cited recommendations to Hon. USD(R&E) Emil Michael related to systems engineering (SE) and digital engineering (DE. Excerpts follow:

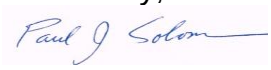
1. Revise DoDI 5000.97 DE and the SE Guidebook and use technical performance incentives.

2. Specify digital artifacts in the digital thread as authoritative sources of truth.

3. 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.

Please influence the House Armed Services Committee (HASC) to increase its capability to legislate and oversee the use of SE and DE in the acquisition of weapon systems. Request that HASC Ranking Member Adam Smith nominate a representative with SE expertise to serve on the next committee. The only candidate, including representatives-elect, with a SE degree, SE experience, and defense industry experience is Representative-elect Jacqui Irwin.

Yours truly,



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cc:
Hon. Representative-elect Jacqui Irwin
Hon. USD(A&S) Michael Duffey
Hon. Mike Turner, HASC
Hon. Roger Wicker, SASC
Hon. SecDef Pete Hegseth

Hon. SecAF Meink	Hon. David Norquist NDIA
Hon. Adam Smith, HASC	Hon. USW (A&S) Michael Duffey
Hon. Acting SECNAV Cao	Hon. USD Emil Michael
Hon. Gen. Saltzman, U.S. Space Force	Hon. Robert Wittman, HASC
Hon. Mike Rogers HASC	Hon. Dep. SecDef Stephen Feinberg
Hon. Ken Calvert, HAC	Hon. Michael Payne, Dir. CAPE
Anthony Capaccio, Bloomberg News	Jon Ludwigson, GAO
Shelby Oakley, GAO	Joseph Kirschbaum, GAO