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July 29, 2026

Hon. Zach Nunn
1410 Longworth House Office Building
Washington, DC 20515

Subj: NDAA for FY 2027 Amendment to Support Advanced Manufacturing

Dear Hon. Representative Zach Nunn:

I appreciate your initiatives to propose amendments to NDAA's and hope that your FY 2027 batch gets passed. I especially support SEC. 211. PLAN TO SUPPORT ADVANCED MANUFACTURING AND MATERIALS FOR HYPERSONICS RESEARCH AND DEVELOPMENT.

It requires USW(A&S) Duffey to develop a plan to develop a comprehensive set of advanced manufacturing practices. The plan should define qualification artifacts, including digital-thread data standards. Your amendment is consistent with my recommendations for acquisition reforms regarding digital engineering (DE). Please read my letter to USW Hegseth, Subj: Unfinished Business with Former USD(R&E) Heidi Shyu and with F-35 Program dated February 24, 2025.

Excerpts from Hegseth letter:

Subj: Unfinished Business with Former USD(R&E) Heidi Shyu and with F-35 Program

Dear Hon. Secretary of Defense Hegseth:

In 2021, I sent a letter to then-USD Heidi Shyu with recommendations for acquisition reform regarding digital engineering (DE) and model-based systems engineering (MBSE). The recommendations were included in my white paper, *Integrating the Embedded Software Path, MBSE, and DE with Program Management*.

I am pleased that she implemented some of the recommendations. However, there is still unfinished business for you to consider.

My letter to USW Duffey, Subj: NDAA for FY 2027 Amendment Requiring Digital Artifacts, Threads, and Standards, dated July 27, 2026, includes recommendations for developing the plan and the required report to the SASC and HASC.

My recommendations are also consistent with your statement regarding the NDAA for FY 2026; "We can't outpace our adversaries if advanced technology gets buried in red tape." I have been recommending acquisition reforms to improve transparency and accountability and to reduce red tape since 2010. Ike Skelton and John McCain marked up NDAA's with my proposals.

Finally, I was an Army finance officer during the Vietnam War.

This letter, referenced letters, white papers, and articles may be downloaded from www.pb-ev.com.

Yours truly,



Paul Solomon

CC:

Hon. Dep. Sec. Stephen Feinberg	Hon. Acting Sec. of the Navy Hung Cao
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
Hon. Russell Vought, Director, OMB	Hon. Asst. Sec. of War for Industrial Base Policy, Michael Cadenazzi
Hon. Gen. Saltzman, U.S. Space Force	Hon. Pete Hegseth, Sec. of War
Hon. Dan Driscoll, Sec. of the Army	Hon. DoW CIO Kirsten Davies
Anthony Capaccio, Bloomberg News	Hon. USW(R&E) Emil Michael
USW(A&S) Michael Duffey	