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June 28, 2026

The Honorable Ken Calvert
Chairman, Defense Appropriations Subcommittee
House Appropriations Committee
2205 Rayburn Building
Washington, D.C. 20515

Subj: Oversight of Digital Engineering in the FY27 Defense Appropriations Bill

Dear Hon. Subcommittee Chairman Calvert:

This is a follow-up to my letter dated June 15, 2025, Subj: *Defense Acquisition Magazine* Articles Address Your Concerns. I requested that you oversee the Department of War's implementation of the digital engineering (DE) ecosystem, including DE tools, outcome-based metrics, and cited DE best practices.

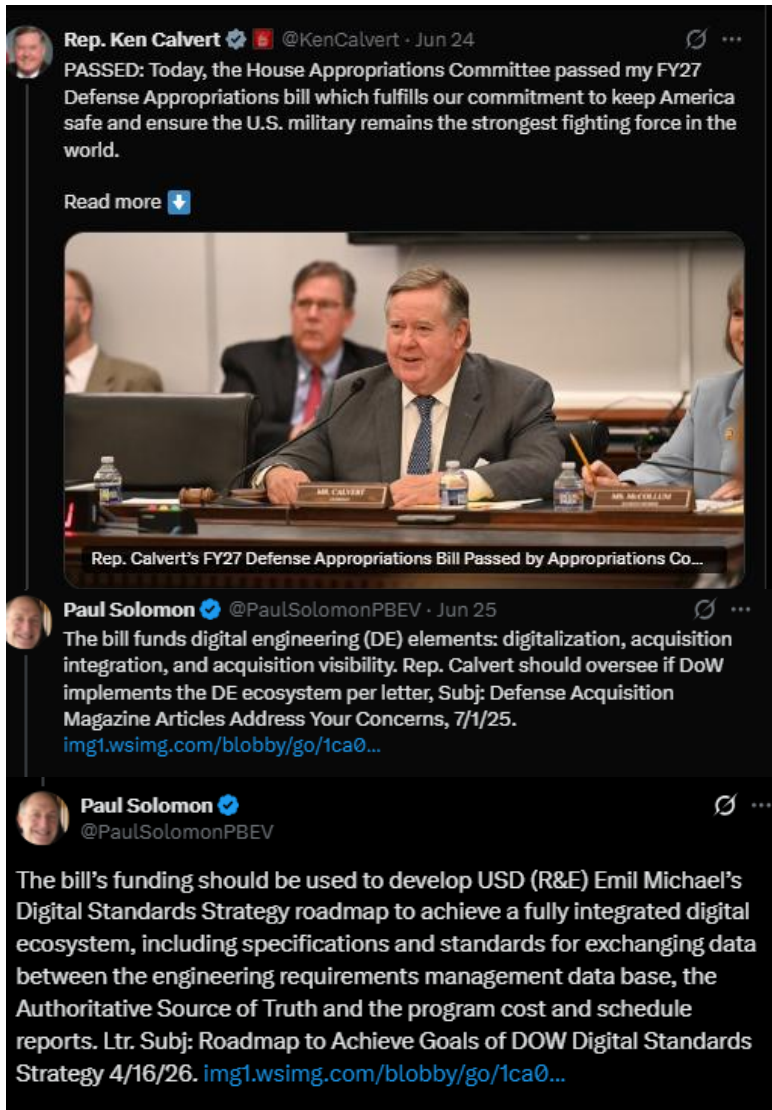
Your FY27 Defense Appropriations Bill funded the following DE elements: digitalization, acquisition integration, and acquisition visibility. Please oversee DoD's implementation of these DE elements too.

I recommended that, at future oversight hearings, your subcommittee, the HASC, and the SASC ask Under Secretary of War for Acquisition and Sustainment Michael Duffey to report progress on the following commitments made at his nomination hearing:

1. Enhance transparency and increase data-driven decision making by modernizing the acquisition enterprise.
2. Digitizing the practice of acquisition.
3. Continually measuring and managing through data-driven insights into program execution against key performance indicators like schedule, cost, and (technical) performance goals.

Finally, please oversee USW (R&E) Emil Michael's development of the Digital Standards Strategy (DSS) roadmap to achieve a fully integrated digital ecosystem, including my recommendations that the DSS roadmap include development of specifications and standards for exchanging data between the engineering requirements management data base, the Authoritative Source of Truth, and the program cost and schedule reports. Additional information regarding the DSS is cited in my **X** post below.

FYI, your related **X** post and my replies follow:



Yours truly,

Paul J. Solomon

CC:

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| Hon. Dep. Sec. Stephen Feinberg | Hon. Vice Chair HASC Wittman |
| 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. Hung Cao, Acting Sec. of the Navy |
| 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 |
| Michael Cadenazzi, Asst. Sec. of War for Industrial Base Policy | |
| Under Secretary of War (A&S) Michael Duffey | |