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October 21, 2026

The Honorable Elizabeth Warren
311 Hart Senate Office Building
Washington, DC 20510-2604

Subj: Your Request to Dep. Sec. Feinberg Re: Modern Information Technology and Current Business Best Practice

Dear Hon. Sen. Warren:

This letter addresses your bi-partisan letter to Dep. Sec. Feinberg, dated October 20, 2026. It also reiterates my letter to you, Subj: Failures of Sentinel, F-35, and Digital Engineering (DE), dated June 28, 2024. You and your colleagues requested the Department to hold defense contractors accountable and bolster the Pentagon's August 18 directive on Supplier Cost and Pricing Transparency.

My 2024 letter to you included the attached letter to then-USD LaPlante. An excerpt follows:

Whole hog, not half-assed attempts

Please establish policy, guidance, and oversight to "enable successful adoption of DE to feed the right cost, schedule, performance and risk data to our acquisition decision makers." My white papers provide a template.

We need all four DoD DE Capability Elements and outcome-based metrics. DoD policies and contractual requirements should go the whole hog to buy a product that works (not a SOW).

YES



NO



NO



Half-assed efforts, such as omitting DE capability elements and outcome-based metrics, won't result in a DE ecosystem that include the processes, methods, and practices necessary to conduct DE, are the basis for accomplishing engineering activities and generating knowledge through digital threads and in the form of digital artifacts by extracting information from digital models.

Your letter referred to Dep. Sec. Feinberg's commitment to "modern information technology and current business best practices." You asked, "How will the Department leverage automated solutions to "reduce industry's regulatory burden and compliance costs" and "Are any of these automated solutions currently in use by the Pentagon?"

In August 2026, I again requested that Dep. Sec. Feinberg institutionalize DE in the acquisition of weapon systems, including pulling schedule information directly from contractors' DE ecosystems. That would leverage automated solutions to reduce regulatory burden and compliance costs and is a commercial best practice. See the attached letter, Subj: Establish Application Programming Interfaces to Pull DE Schedule Information, dated August 22, 2026.

My recommendations to leverage automated solutions to reduce industry's regulatory burden and compliance costs go back to 2024. I hope that Dep. Sec. Feinberg provides his solutions in his response to your request for information to inform your legislation.

Yours truly,



Paul Solomon

CC:

Hon. Adam Smith, HASC	Hon. Mike Turner, HASC
Hon. Roger Wicker, SASC	Hon. SecWar Pete Hegseth
Hon. SecAF Meink	Hon. David Norquist NDIA
Hon. Russell Vought, Director, OMB	Hon. USW (A&S) Michael Duffey
Hon. Acting SECNAV Cao	Hon. Dep. Sec. of War Feinberg
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