

Paul Solomon  
3307 Meadow Oak Drive  
Westlake Village, CA 91361  
Paul.solomon@pb-ev.com

September 5, 2025

The Honorable USD (R&E) Emil Michael  
Office of the Under Secretary of Defense, Research and Engineering (USD(R&E))  
1010 Defense Pentagon  
Washington, DC 20301-1010

Subj: Don't Need No Stinkin' Statute

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

This letter augments my letter to Sen. Wicker and Rep. Smith, Subj: NDAA for FY 2026 Fails to Meet Your Common Objectives, Part 3, dated 9/3. The cited NDAA provision reminds me of the quote in *Treasure of the Sierra Madre*: "We don't need no stinkin' badges" (or statutes and regulations).

Just revise acquisition policies and hold parties accountable to develop plans and measure progress in achieving key milestones and events, including Minimum Viable Products, and specific performance metric goals and actuals for new programs. Include "software development progress and related metrics, including percent of capabilities complete and system features complete."

We need outcome-based metrics instead of Earned Value Management Systems. Just use the savings from eliminating the requirement for contractors to comply with the SAE/EIA-748 guidelines.



As requested in the cited letter:

Please take the actions recommended on August 23. SAE/EIA-748E should remain disapproved. Obtain statutory authority. Don't end up like the prisoners in Hotel California who,

"stab it (EIA-748) with their steely knives  
But they just can't kill the beast"



Yours truly,

A handwritten signature in blue ink that reads "Paul J. Solomon".

Paul Solomon

CC:

Hon. Adam Smith, HASC  
Hon. Mike Rogers, HASC  
Hon. Roger Wicker, SASC  
Hon. Dan Driscoll, Sec. of the Army  
Hon. SON John Phelan  
Jon Sindreu, WSJ  
Meg O'Keefe SAE G-47 SE Committee

Hon. USD Michael Duffey  
Hon. David Norquist NDIA  
Hon. Troy Meink, Sec. of the Air Force  
Russell Vought, Director, OMB  
Dep. Sec. Defense Hon. Stephen Feinberg,  
Anthony Capaccio, Bloomberg News  
John Evers SAE G-47 SE Committee