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December 21, 2025

The Honorable Michael Duffey
Under Secretary of Defense for Acquisition and Sustainment
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: NDAA for FY 2026 Review of Digital Engineering

Dear Hon. USD (A&S) Michael Duffey:

The NDAA for FY 2026 includes Sec. 221. REVIEW AND ALIGNMENT OF STANDARDS, GUIDANCE, AND POLICIES RELATING TO DIGITAL ENGINEERING (DE). The review must include best practices for the use of DE tools (including digital twins and digital threads) as in effect at the time of the review and recommendations for improvements to the use of DE tools in each Armed Force.

Please advise each Secretary of a military department to consider the best practices for the use of DE tools in the following publications when developing their recommendations for improvement.

Defense Acquisition Magazine:

- Better Program Management Through Digital Engineering (DE), May/June 2022
- Better Program Management Through DE Updated, July/Aug. 2025

White Paper:

Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management," 12/12/25.

The publications may be downloaded from www.pb-ev.com at the "Articles and Tutorial" and "White Paper" tabs.

Yours truly,



Paul Solomon

CC:

Hon. Adam Smith, HASC
Hon. Mike Rogers, HASC
Hon. Roger Wicker, SASC
Russell Vought, Director, OMB
Hon. SON John Phelan
Hon. Gen. B. Chance Saltzman, U.S. Space Force
Hon. Pete Hegseth, Sec. of War
Anthony Capaccio, Bloomberg News
Meg O'Keefe SAE G-47 SE Committee

Hon. David Norquist NDIA
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Dep. Sec. of War Stephen Feinberg
Hon. USD Emil Michael
Hon. Dan Driscoll, Sec. of the Army
Acting DCMA Dir. Ebright