

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

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](http://www.pb-ev.com) at the "Articles and Tutorial" and "White Paper" tabs.

Yours truly,



Paul Solomon

CC:

Hon. Adam Smith, HASC	Hon. David Norquist NDIA
Hon. Mike Rogers, HASC	Hon. Troy Meink, Sec. of the AF
Hon. Roger Wicker, SASC	Dep. Sec. of War Stephen Feinberg
Russell Vought, Director, OMB	Hon. USD Emil Michael
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