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October 11, 2025

The Honorable Stephen A. Feinberg
Dep. Secretary of War
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: Include Digital Twins in Major Reforms to Streamline Military Acquisitions

Dear Hon. Dep. Secretary of Defense Feinberg:

Please provide policy and guidance on the use of digital twins in the pending announcement of major reforms to streamline military acquisitions. Both the Senate and House versions of the NDAA for FY 2026 cite best practices for integration of supporting or complementary data from digital twins or other model-based systems engineering tools.

The white paper, Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management, October 11, 2025, was revised to cite the pertinent NDAA provision and House report.

Additional information on digital twins is provided in my letter to former Sec. of Defense La Plante, Subj: NDAA for FY 2025, Digital Engineering and Digital Twins, dated June 13, 2004, and in the previously cited *Defense Acquisition Magazine* articles.

Yours truly,



Paul J. 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

Hon. Gen. B. Chance Saltzman, U.S. Space Force

Hon. Pete Hegseth, Sec. of War

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