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October 6, 2026

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

Subj: Use Advana for Capability Portfolio Management and Product Life Cycle Management

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

This letter augments my letter dated July 12, 2026, Subj: Use Advana for Capability Portfolio Management.

DoDI 5000.97 DE includes policy that:

1. "Digital engineering (DE) requires planning and providing financial and other resources for digital methods (e.g., model-based systems engineering (MBSE), product life-cycle management (PLM), computer aided design(CAD)) in support of program activities to the maximum extent possible."
2. For programs utilizing the middle tier of acquisition pathway pursuant to DoDI 5000.80, the PM will implement a DE approach to the maximum extent possible.
3. Software Acquisition. During the planning phase defined in DoDI 5000.87, the PM will develop plans for the use of DE procedures. During the execution phase, the PM will implement the planned DE approach to the maximum extent possible.

Please make two revisions to DoDI 5000.97 DE and direct that the use of DE with those digital methods be institutionalized in a common manner with standardized tools.

Maximum Extent Possible

Please delete "to the maximum extent possible." Best commercial practices include MBSE, PLM, and CAD. Just do it.

Common PLM

SAF/AQ policy on PLM enterprise systems specifies the use of one vendor's PLM data-management platform and that and that an alternative may be used only if it can integrate with the specified platform and the program office obtains a waiver from SAF/AQR before contract award.

Please establish Advana or select a commercial tool with similar capabilities as a common tool to integrate disparate vendor's PLM data-management platforms and to minimize digital acquisition costs.

Yours truly,



Paul J. Solomon

CC:

Hon. Adam Smith, HASC
Hon. Roger Wicker, SASC
Hon. SecAF Meink
Hon. Russell Vought, Director, OMB
Hon. Acting SECNAV Cao
Hon. Gen. Saltzman, U.S. Space Force
Hon. Mike Rogers HASC
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Anthony Capaccio, Bloomberg News
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