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

Subj: Advana, Maven Smart Systems, and Digital Engineering

Dear Hon. Under Secretary of Defense Michael:

This letter includes elements of a recommended path forward for Advana and Maven Smart Systems that details platform transition considerations and required authorities. The path forward to a digital engineering (DE) ecosystem should include the elements of a DE ecosystem that include the capabilities, output-based metrics, engineering best practices, and digital artifacts specified in two *Defense Acquisition Magazine* articles that I authored:

1. Better Program Management Through Digital Engineering, May/June 2022
2. Better Program Management Through Digital Engineering Updated, July/August 2025.

To clear the path forward, please obtain statutory authority to terminate use of the FAR/DFARS Earned Value Management System (EVMS) clause. Justification to terminate that clause is in the white paper, "Common Sense Project Management: "When you come to a fork in the road...", June 14, 2025.

I supported your predecessor and offer to support your transformation, pro bono.

Yours truly,



Paul J. Solomon

CC:

Hon. Adam Smith, HASC
Hon. Mike Rogers, HASC
Hon. Roger Wicker, SASC
Hon. Stephen Feinberg, Dep. Sec. Of Defense
Hon. Troy Meink, Sec. of the Air Force
Hon. Dan Driscoll, Sec. of the Army
Hon. David Norquist NDIA
Hon. USD Michael Duffey
Hon. SON John Phelan
Jon Sindreu, WSJ
Anthony Capaccio, Bloomberg News