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May 13, 2026

The Honorable Hung Cao
Office of the Secretary of the Navy
1000 Navy Pentagon
Washington, DC 20350

Subj: Your Commitments at House Appropriations Committee Hearing

Dear Hon. Acting Secretary of the Navy Cao:

This letter augments my letter Subj: Recommendations to Implement Battleship BBG(X) Strategy, dated April 25, 2026. It cites your and Admiral Caudle's statements at the House Appropriations Committee Subcommittee on Defense hearing on May 12 regarding:

1. Outcome-focused
2. Accountability
3. Rewarding performance
4. Design maturity
5. Digital tools
6. Digital engineering (DE)

I am pleased that you committed to move Navy shipbuilding from a compliance-based bureaucracy to an outcome-focused warfighting enterprise – restoring accountability, rewarding performance, and embracing advanced technology to deliver capability.

Admiral Caudle committed to:

1. Get the design maturity before we start to build.
2. Invest in digital tools to increase throughput and improve first-time quality.
3. Invest in DE to de-risk the complex integration of DEW systems with legacy combat and ship control systems.

My recommendations in letters, white papers, and *Defense Acquisition Magazine* articles support your commitments.

Yours truly,



Paul Solomon

CC:

Hon. Dep. Sec. Stephen Feinberg	Shelby Oakley, GAO
Hon. Adam Smith, HASC	Hon. David Norquist NDIA
Hon. Mike Rogers, HASC	Hon. Troy Meink, Sec. of the AF
Hon. Roger Wicker, SASC	Hon. USW(A&S) Michael Duffey
Hon. Russell Vought, Director, OMB	Hon. Pete Hegseth, Sec. of War
Hon. Gen. Saltzman, U.S. Space Force	Hon. DoW CIO Kirsten Davies
Hon. Dan Driscoll, Sec. of the Army	Hon. USW(R&E) Emil Michael
Anthony Capaccio, Bloomberg News	