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

Subj: Recommendations to Implement Battleship BBG(X) Strategy

Dear Hon. Secretary of the Navy Cao:

This letter augments my letter to former SON Phelan, Subj: Recommendation in GAO Report GAO-25-108781 Navy Vessel Testing, dated January 16, 2026. It cites the Department of War FY 2027 Budget Estimate Guided Missile Battleship (BBG(X)) program strategy.

The previous letter included my recommendation to institutionalize iterative development and the digital engineering (DE) ecosystem including digital threads, digital twins, and Minimum Viable Products. The BBG(X) strategy utilizes DE and Korean shipbuilding best practices, per the following excerpts:

1. An innovative strategy is guiding the new Battleship's design and construction, centered on a state-of-the-art digital workflow. This utilizes modern DE, AI-enabled design, and advanced production practices to reduce cost and schedule risk.
2. Adopting best practices from Korean shipbuilding.

Per a press release from a DE supplier to HD Korea Shipbuilding & Offshore Engineering:

The DE platform will form the core foundation of HD Hyundai's "Future of Shipyard" project, a future-oriented shipyard that it aims to complete by 2030. The project forms part of HD Hyundai's ongoing efforts to address data discontinuities that have existed across ship design and production processes and to establish a more structured, digitally enabled shipbuilding environment. Through the integrated platform, HD Hyundai aims to strengthen collaboration between engineering and manufacturing functions and to support stable execution of increasingly complex shipbuilding projects.

The Executive Vice President and Head of Digital Innovation Office at HD Hyundai said, "By establishing an integrated digital platform that ensures consistency from design through production, we aim to address long-standing data discontinuity challenges and create a more structured and collaborative shipbuilding environment."

Please act on my recommendations in letters, white papers, and *Defense Acquisition Magazine* articles on DE that were ignored by your predecessors. These recommendations support the BBG(X) strategy that utilizes DE and Korean shipbuilding best practices. Implementation will reduce cost and schedule risks and negate the business case to utilize earned value management (EVM) as prescribed by the DFARS EVM System clause.

Yours truly,



Paul Solomon

CC:

Hon. Adam Smith, HASC

Hon. Mike Rogers, HASC

Hon. Roger Wicker, SASC

Russell Vought, Director, OMB

Hon. SECNAV John Phelan

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

Hon. Dan Driscoll, SECARMY

Hon. Ken Calvert, HAC

Anthony Capaccio, Bloomberg News

Hon. Mike Turner, HASC

Hon. David Norquist NDIA

Hon. Michael Duffey, USD

Hon. Dep. Sec. of War Stephen Feinberg

Hon. USD Emil Michael

Hon. Robert Wittman, HASC

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Hon. SECAF Troy Meink

Hon. Michael Payne, Dir. CAPE