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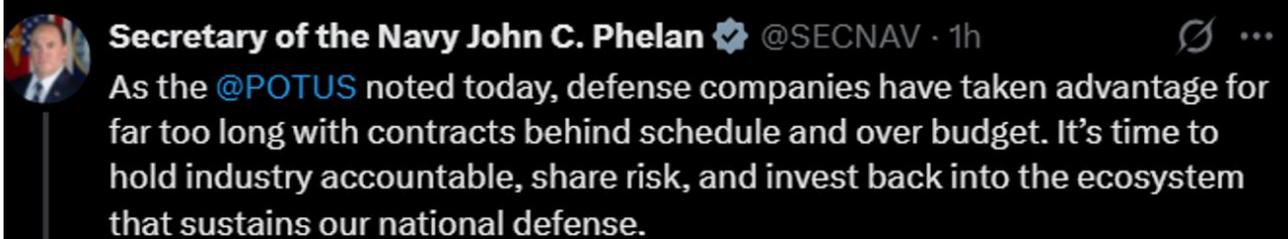
January 7, 2026

The Honorable Pete Hegseth  
Secretary of War  
1010 Defense Pentagon  
Washington, DC 20301-1010

Subj: Hold SECNAV Phelan and Industry Accountable

Dear Hon. Secretary of War Hegseth:

Today, SECNAV Phelan posted the following:



I agree that industry should be held accountable. However, SECNAV Phelan should be held accountable too. He committed to reform and refocus on what matters, especially Accountability, at the Senate Appropriations Committee hearing on June 24, 2025. My letter to him, cited in the following **X** response, includes recommendations for success. Please hold SECNAV accountable to implement those recommendations and others in the letter, Subj: SON Phelan's Commitments at Senate and House Hearings, dated June 16.



This letter and others to your staff may be downloaded from [www.pb-ev.com](http://www.pb-ev.com) at the Dept. of War tab.

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. Pete Hegseth, Sec. of War

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

Hon. Dan Driscoll, SECARMY

Hon. SECAF Troy Meink