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May 20, 2026

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

Subj: Navy Commitments at House Armed Services Subcommittee Hearing

Dear Hon. Acting Secretary of the Navy Cao:

This letter augments my letter Subj: Your Commitments at House Appropriations Committee Hearing, dated May 13, 2026. It cites statements by your subordinates at the HASC Subcommittee on Seapower and Projection Forces hearing today that are consistent with your commitments to move the Navy from a compliance-based bureaucracy to an outcome-focused warfighting enterprise – restoring accountability, rewarding performance, and embracing advanced technology to deliver capability.

Excerpts from Statements at Hearing

- Moving Navy shipbuilding from a compliance-based bureaucracy to an outcome-focused warfighting enterprise – restoring accountability, rewarding performance, and embracing advanced technology to deliver capability at speed.
- Accelerating advanced manufacturing and digital tools to increase throughput and improve first-time quality.
- Invest in digital engineering (DE)...to de-risk the complex integration of DEW systems with legacy combat and ship control systems.

My Recommendations

My previous letter referred, in general, to letters, white papers, and *Defense Acquisition Magazine* articles that support your commitments. Specific documents follow.

1. Letter to USW Duffey, Subj: Recommended Best Practices for the Use of DE Tools, 2/22/26.
2. White paper, *Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and DE with Program Management*, especially Appendix Q.
3. *Defense Acquisition Magazine*, Title: Program Management Through DE Updated, July 2025
4. Letter to Hon. Chairman Rogers, Subj: NDAA Markup; Did Secretary of War Hegseth Put His Metrics Where His Mouth Is?, 4/30/26.
5. Letter to Asst. Sec. of War for Industrial Base Policy Michael Cadenazzi, Subj: Fix the Core Acquisition System, 5/17/26.
6. Letter to USW Michael Duffey, Subj: Changing the System from Compliance-Oriented to Incentives for Outcomes and Delivery, 5/16/26.
7. Letter to USW (R&E) Emil Michael, Subj: Roadmap to Achieve Goals of DOW Digital Standards Strategy, 4/16/26.

Yours truly,



Paul Solomon

CC:

Hon. Dep. Sec. Stephen Feinberg

Hon. Adam Smith, HASC

Hon. Mike Rogers, HASC

Hon. Roger Wicker, SASC

Hon. Russell Vought, Director, OMB

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

Hon. Dan Driscoll, Sec. of the Army

Anthony Capaccio, Bloomberg News

USW Michael Duffey

Shelby Oakley, GAO

Hon. David Norquist NDIA

Hon. Troy Meink, Sec. of the AF

Hon. Asst. Sec. of War for Industrial Base Policy Michael Cadenazzi

Hon. Pete Hegseth, Sec. of War

Hon. DoW CIO Kirsten Davies

Hon. USW(R&E) Emil Michael