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October 8, 2026

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

Subj: Navy's Progress Implementing Digital Engineering

Dear Hon. Acting Secretary of the Navy Hung Cao:

This augments my letter, Subj: *Performance-based Outcomes, Digital Twin, and Deregulation in the Maritime Action Plan* (MAP), dated July 18, 2026, which addressed the MAP's call for policies that modernize government procurement processes and streamline regulations to accelerate shipbuilding and reduce costs.

It also augments my letter to USD(R&E) Emil Michael, Subj: Digital Engineering (DE) Integration and Governance Across the Department of War, dated October 7, 2026, which cites the NDAA for FY 2027 H. Rept. 119-698 and its requirement to report an assessment of progress implementing DoDI 5000.97 throughout the design, acquisition, sustainment, and modernization lifecycle.

Please include the Navy's progress implementing DoDI 5000.97 in the brief required by H. Rept. 119-698 and report that progress in future HASC and SASC hearings on Navy weapon system and platform programs.

Please direct that the use of DE with the digital methods of model-based systems engineering (MBSE), Product Life Cycle Management (PLM), and computer aided design (CAD)) be institutionalized in a common manner with standardized tools throughout the Navy and its contractors. Include contractors that will be integrated with Anduril's planned Arsenal-2 shipyard. The shipyard is built around DE, building the entire shipyard on a software and digital foundation.

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. Adam Telle, Acting 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