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July 18, 2026

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

Subj: Performance-based Outcomes, Digital Twin, and Deregulation in the Maritime Action Plan

Dear Hon. Acting Secretary of the Navy Cao:

This letter augments my letter, Subj: Navy Commitments at House Armed Services Subcommittee Hearing, dated May 20, 2026. It addresses the Maritime Action Plan's (MAP) call for policies that modernize government procurement processes and streamline regulations to accelerate shipbuilding and reduce costs.

My previous recommendations answer the MAP's call to modernize government procurement processes and streamline regulations regarding performance-based outcomes and digital twin technology. The recommendations will also meet the following MAP objectives:

Improve Contract Efficiency

Reduce administrative burden and simplify reporting requirements, focusing on performance-based outcomes.

Improve Government Procurement Efficiency

Expand the use of digital twin technology.

Deregulatory Actions

Existing regulatory frameworks must be updated to be performance-based. Deregulatory actions, including the elimination of outdated rules, streamlined compliance, and clarified policies, will reduce unnecessary costs and burdens on industry participants, catalyze innovation, and foster a more efficient maritime sector.

Additional Recommendations

The following letters augment those cited previously:

- Robert J. Wittman, Vice Chair, HASC, Subj: Your NDAA Amendment on Contractor Performance Metrics. 6/4/26
- Emil Michael (USD(R&E)), Subj: GAO Findings and Recommendations on Digital Engineering and Iterative Development , 7/4/26
- Michael Duffey (USD (A&S)), Subj: GAO Report on Standard Reference Architecture for Digital Engineering, 7/4/26
- Emil Michael, Subj: War Data Platform, Digital Acquisition, and Digital Engineering, 7/9/26
- Emil Michael, Subj: Use Advana for Capability Portfolio Management, 7/12/26

Yours truly,

A handwritten signature in blue ink that reads "Paul J. Solomon". The signature is fluid and cursive, with a long horizontal stroke at the end.

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