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June 10, 2025

The Honorable Dr. Brett A. Seidle  
Performing the Duties of the Under Secretary of the Navy  
1000 Navy Pentagon  
Washington, DC 20350-1000

Subj: Your Vision and Commitments at the SASC Subcommittee Hearing, June 4

Dear Hon. (PDO) Under Secretary of the Navy Seidle:

This is a follow-up to a letter that I sent to Secretary of Defense Hegseth, Subj: *Comments on Phelan Hearing and To Do List for Feinberg and Phelan*, dated March 10 and to the following letters to:

- Rep. Calvert, Subj: Pull Down the Curtain on Program Management Failures and Flawed Metrics, 9/19/24.
- Sec. of the Navy Del Toro, Subj: Holding Companies and Individuals Accountable for Reporting Poor Performance, 4/11/25.

Rep. Calvert stated: "The Navy's system of keeping metrics and reporting facts is murky and flawed at best-misleading at worst."

### **Your Commitments at Senate Subcommittee Hearing**

Your opening statement included:

- The Navy...challenges..Burdensome acquisition processes and contracts.
- Committed to improving our acquisition, oversight, cost estimation and budgeting processes, holding ourselves accountable, implementing innovative contracting strategies, and continuing to develop the acquisition workforce.

During the hearing you described your vision for the future:

- We care about costs, schedule, and quality in equal measure.
- The best version of our Navy will include our industrial ecosystem.

### **My Recommendations**

The following letters include recommendations for acquisition reform that are applicable to your vision:

- Under Secretary of Defense for Acquisition and Sustainment Michael Duffey, Subj: Recommendations for Your Commitments at the Senate Confirmation Hearing, June 8, 2025
- Secretary of the Army Dan Driscoll, Subj: Updated Recommendations for Army Policy and the Army Transformation Initiative, June 5, 2025

For your convenience, Secretary of the Navy Phelan's responses at this confirmation hearing follow:

Phelan Hearing Advance Policy Questions (Excerpts)		
Objective	Question	Response
<b>Outcomes, Accountability</b>	<p>The GAO's report "Navy Shipbuilding, Increased Use of Leading Design Practices Could Improve Timeliness of Deliveries" May 2, 2024, (GAO-24-105503) recommended...</p> <p>If confirmed, what other options would you explore for improving lead ship performance?</p>	<p>I would explore options to ensure critical systems are matured before integration to reduce design and construction risks.</p> <p>Strengthening contractor <b>accountability</b> and incentives for meeting cost and schedule goals will also drive improvements in lead ship performance.</p>
<b>Barrier</b>	<p>How will you ensure that rapid acquisition pathways are not inundated with unnecessary or unwarranted bureaucratic processes?</p>	<p>If confirmed, I will scrutinize any <b>barriers</b> to these novel and promising pathways, and will continue to streamline processes. I am also supportive of the Forged Act's efforts to apply these same improvements to the ways in which DON conducts oversight of Major Capability Acquisition programs and eliminate obstacles that impede these rapid acquisition pathways.</p>
<b>Barrier</b>	<p>What steps, if any, would you take to improve the Navy's ability to do business with nontraditional defense contractors?</p>	<p>If confirmed, I look forward to working with industry, defense innovation organizations, and Congress to knock down barriers to entry with respect to doing business with the DON.</p>
<b>DE</b>	<p>The GAO's report "Navy Shipbuilding, Increased Use of Leading Design Practices..."</p> <p>If confirmed, what other options would you explore for improving lead ship performance?</p>	<p>Leveraging <b>digital ship design</b> tools and advanced manufacturing techniques would streamline processes and reduce costly delays.</p>

This letter, cited letters, and cited white papers are posted on my website, [www.pb-ev.com](http://www.pb-ev.com), at the "Acquisition Reform" and "White Papers" tabs.

Yours truly,



Paul Solomon

CC:

Hon. Pete Hegseth, Sec. Def.	Hon. Dep. Sec. Def. Stephen Feinberg
Hon. Glen Grothman, HOAC	Hon. Adam Smith, HASC
Hon. Mike Rogers, HASC	Hon. Ken Calvert, HAC
Hon. Robert J. Wittman, HASC	Hon. Donald Norcross, HASC

Hon. Ro Khana, HASC	Hon. Jim Jordan, HCOA
Hon. Roger Wicker, SASC	Hon. Joni Ernst, SASC
Hon. Elizabeth Warren, SASC	Hon. Pat Harrigan, HASC
Hon. Troy Meink, Sec. of the Air Force	
Hon. John Phelan, Sec. of the Navy	
Hon. Dan Driscoll, Sec. of the Army	
Hon. Michael Duffey, Under Secretary of Defense for Acquisition and Sustainment	
DOGE	Hon. Emil Michael, USD(R&E)
Jon Sindreu, WSJ	Anthony Capaccio, Bloomberg News