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The Honorable Michael Duffey
Under Secretary of Defense for Acquisition and Sustainment
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: Hold Lt. Gen. Masiello Accountable for F-35 Outcomes, Outcome-based Metrics, and Digital Engineering

Dear Hon. USD (A&S) Duffey:

If Lt. Gen Masiello is confirmed to lead the F-35 program office, please ensure that he is held accountable for the program's outcomes, use of outcome-based metrics, and institutionalization of digital engineering (DE).

These objectives were in my letter to you, Subj: Recommendations for Your Commitments at the Senate Confirmation Hearing, dated June 8, 2025. Lt. Gen. Masiello, as DCMA Director, ignored my recommendations to fix the sham Earned Value Management System (EVMS) compliance review process and metrics, as reported in the following **X** post and the cited letter.



I had raised these issues in letters to:

Hon. William LaPlante USD(A&S), Subj: F-35 Block 4 Subprogram Should Put Its Metrics Where Its Mouth Is, dated May 16, 2024.

Excerpt:

determine if the Block 4 subprogram uses outcome-based metrics that are based on DE artifacts as Authoritative Sources of Truth.

Hon. Robert J. Wittman, Subj: More Reason to Limit F-35 Procurements – Digital Engineering and Outcome-based Metrics, dated June 17, 2024.

Excerpt:

Integration of DE with PM

Returning to yesterday's letter, the proposed certification of the F-35 digital twin models is a band aid, not a cure. Please limit procurements until you get a DE ecosystem and outcome-based metrics. From my letter to USD LaPlante, May 16,

The F-35 program has been touting its use of Agile methods and the benefits of its SE Transformation for several years. Has the Block 4 subprogram ***put its metrics where its mouth is***?



Don't let the program managers off the hook and settle for digital twins. Get certification of a DE ecosystem with outcome-based metrics.

I have been critical of F-35 metrics since 2011. An excerpt from my letter to Sen. McCain, Subj: Cost Controls on the F-35 and Need for Acquisition Reform of EVM, dated 10/25/11, follows:

Although the F-35 is the prime example of abuse of the acquisition process, we have a systemic problem. I seek your help to reform a flawed process that is intended to track program performance and provide an early warning of cost overruns and schedule slips. It is not working. The acquisition regulations and process enable contractors to submit invalid, misleading information to the Government on all capital asset acquisitions, not just weapon systems. We need to improve transparency and accountability.

Neither DCMA nor former F-35 JPOs used outcome-based metrics. Please hold LT. Gen Masiello accountable for the program's outcomes, use of outcome-based metrics, and institutionalizing DE.

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. Tom Cole, HAC
Hon. Robert J. Wittman, HASC	Hon. Donald Norcross, HASC
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Hon. Dan Driscoll, Sec. of the Army	
DOGE	Hon. Emil Michael, USD(R&E)
Shelby Oakley, GAO	Honorable Ken Calvert (HAC)
Jon Sindreu, WSJ	Anthony Capaccio, Bloomberg News