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The Honorable Robert J. Wittman  
Vice Chair, HASC  
2055 Rayburn House Office Building  
Washington, DC, 20515-4601

Subj: Lockheed Martin VP Bridgette Lauderdale, Put Your Metrics Where Your Mouth Is

Dear Vice Chair Wittman:

This letter augments recommendations for oversight of the F-35 Block 4 program. Please authorize the GAO to verify that Lockheed Martin (LM)

1. Uses outcome-based metrics and milestones, including Minimum Viable Products and reduction of technical debt, to monitor and report schedule and technical progress towards Block 4 Capability Delivery Points (CDP).
2. Integrates all digital engineering (DE) capability elements with digital threads between the metrics, the digital models and twins, and the digital artifacts.

A letter to USD LaPlante, dated May 16, stated that the F-35 program has been touting its use of Agile methods and the benefits of its Systems Engineering (SE) Transformation for several years. I asked, "Has the Block 4 subprogram ***put its metrics where its mouth is?***"



At a hearing on April 16, 2024, LTG Schmidt reaffirmed that:

1. Block 4 established CDPs to rigorously assess the technical maturity of hardware and software with a rigorous CDP process.
2. The F-35 Enterprise must continue applying more robust SE in the Block 4 program to establish realistic cost, schedule, and performance targets for the Block 4 major subprogram that the Department plans to formally establish within the next year.

LM's SEC Form 8-K, submitted 7/19/24, includes the following statement:

"TR-3 and Block 4 represent a critical evolution in capability and their full development remains a top priority for us," said Bridget Lauderdale, VP and GM of the F-35 Program. "These and further software updates over the life of the program will ensure the F-35 continues to be an effective deterrent and the cornerstone of joint all-domain operations now and decades into the future."

Regarding metrics, USD LaPlante committed to validate, improve, or establish appropriate metrics across the acquisition pathways and stated that “A combination of strong data, tool and modeling standards and environments...and proper contract...guidance are foundational to enabling successful adoption of DE to feed the right cost, schedule, performance and risk data to our acquisition decision makers.”

So, given the assurances of LTG Schmidt, VP Lauderdale, and USD LaPlante, please authorize the GAO to verify that valid, outcome-based metrics from LM’s DE ecosystem are being used and that cost, schedule, and technical performance are based on Authoritative Sources of Truth. The common question, “*Did you put your metrics where your mouth is?*”

Yours truly,



Paul Solomon

CC:

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|----------------------------------|---|
| Hon. Bill LaPlante, USD          | Hon. Andrew Hunter, AF Asst. Sec. for AT&L  |
| Hon. Adam Smith, HASC            | Hon. Carlos Del Toro, Secretary of the Navy |
| Nickolas Guertin (ASN RD&A)      | Honorable David L. Norquist, NDIA           |
| Hon. Heidi Shyu, (USD(R&E))      | Hon. Donald Norcross, HASC                  |
| Anthony Capaccio, Bloomberg News |   |
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