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

Subj: Today's hearing: Your Comments on F-35 Digital Engineering and Lessons Learned

Dear Vice Chairman Wittman:

In today's F-35 hearing, you and Dr. LaPlante expressed concerns and objectives concerning good systems engineering, the future use of digital twin technology, and applying lessons learned going forward. Dr. LaPlante cited the successful use of short sprints dropping to a Minimum Viable Product on the Aegis program.

In previous letters to you and in cited letters to others, including Sen. McCain, I covered these topics. The lessons learned have not yet been applied to fix shortcomings in program management of the F-35 program and in our acquisition regulations and policies.

Remedies are in the previously cited article in *Defense Acquisition Magazine*, "Better Program Management Through Digital Engineering," May/June 2022. More recent and detailed recommendations are in my white paper, "Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management," August 30, 2023.

I would appreciate your oversight of DoD's implementation of those recommendations going forward.

The article and white paper may be downloaded from www.pb-ev.com at the "Articles and Tutorial" and "White Papers" tabs.

Yours truly,



Paul J. Solomon

CC:

Hon. Donald Norcross, HASC
Hon. Adam Smith, HASC
Hon. Tammy Duckworth, SASC
Hon. William La Plante USD(A&S)
Hon. Heidi Shyu, (USD(R&E))
Hon. Andrew Hunter, AF Asst. Sec. for AT&L
Jon Ludwigson, GAO
Shelby Oakley, GAO
Anthony Capaccio, Bloomberg News
Stephen Losey, Defense News