



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

Ms. Marillyn A. Hewson
Chief Executive Officer and President
Lockheed Martin Corporation
6801 Rockledge Drive
Bethesda, MD 20817

NOV 01 2013

Dear Ms. Hewson:

On September 17, 2013, I sent you a letter soliciting your company's support of a cost-benefit analysis of regulatory and statutory requirements that industry indicated might be implemented more effectively, changed, or eliminated. Part of your support would involve providing data, when practical, that quantifies your costs to satisfy these requirements.

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To initiate this effort, I have directed my Assistant Secretary for Acquisition, Ms. Katrina McFarland, to host individual sessions with each of the companies that choose to participate, to discuss our desired outcomes and solicit your feedback on feasible approaches. If you wish to participate, please have your representative contact Dr. Mark Husband, Performance Assessment and Root Cause Analyses, to schedule a session with Ms. McFarland and our team. Dr. Husband can be reached at 571-256-1686 or david.m.husband.civ@mail.mil.

Sincerely,

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Frank Kendall



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Mr. W. James McNerney, Jr.
Chairman and Chief Executive Officer
The Boeing Company
100 N. Riverside Plaza
Chicago, IL 60606

NOV 01 2013

Dear Mr. McNerney:

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Frank Kendall



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Ms. Phebe N. Novakovic
Chairman and Chief Executive Officer
General Dynamics Corporation
2941 Fairview Park Drive, Suite 100
Falls Church, VA 22042

NOV 01 2013

Dear Ms. Novakovic:

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Mr. William H. Swanson
Chairman and Chief Executive Officer
Raytheon Company
870 Winter Street
Waltham, MA 02451

NOV 01 2013

Dear Mr. Swanson:

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Mr. Wes Bush
Chairman, Chief Executive Officer, and President
Northrop Grumman Corporation
2980 Fairview Park Drive
Falls Church, VA 22042

NOV 01 2013

Dear Mr. Bush:

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Mr. Michael T. Strianese
Chairman, President, and Chief Executive Officer
L-3 Communications Corporation
600 Third Avenue
New York, NY 10016

NOV 01 2013

Dear Mr. Strianese:

On September 17, 2013, I sent you a letter soliciting your company's support of a cost-benefit analysis of regulatory and statutory requirements that industry indicated might be implemented more effectively, changed, or eliminated. Part of your support would involve providing data, when practical, that quantifies your costs to satisfy these requirements.

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Mr. Louis R. Chênevert
Chairman and Chief Executive Officer
United Technologies Corporation
United Technologies Building
Hartford, CT 06101

NOV 01 2013

Dear Mr. Chênevert:

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General John P. Jumper, USAF (Ret)
Chairman and Chief Executive Officer
SAIC, Inc.
1710 SAIC Drive
McLean, VA 22102

NOV 01 2013

Dear General Jumper:

On September 17, 2013, I sent you a letter soliciting your company's support of a cost-benefit analysis of regulatory and statutory requirements that industry indicated might be implemented more effectively, changed, or eliminated. Part of your support would involve providing data, when practical, that quantifies your costs to satisfy these requirements.

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Mr. Mike Petters
President and Chief Executive Officer
Huntington Ingalls Industries Communications
4101 Washington Ave.
Newport News, VA 23607

NOV 01 2013

Dear Mr. Petters:

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Mr. David M. Cote
Chairman and Chief Executive Officer
Honeywell International Inc
101 Columbia Rd.
Morristown, NJ 07962

NOV 01 2013

Dear Mr. Cote:

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Dr. Ralph W. Shrader
Chairman, Chief Executive Officer, and President
Booz Allen Hamilton, Inc.
8283 Greensboro Drive
McLean, VA 22102

NOV 01 2013

Dear Dr. Shrader:

On September 17, 2013, I sent you a letter soliciting your company's support of a cost-benefit analysis of regulatory and statutory requirements that industry indicated might be implemented more effectively, changed, or eliminated. Part of your support would involve providing data, when practical, that quantifies your costs to satisfy these requirements.

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Mr. Anthony Smeraglinolo
President and Chief Executive Officer
Engility Corporation
3750 Centerview Drive
Chantilly, VA 20151

NOV 01 2013

Dear Mr. Smeraglinolo:

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