



## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

SEP 26 2011

### MEMORANDUM FOR COLLEAGUES IN AT&L COMMUNITY

SUBJECT: Until We Meet Again

When Secretary Panetta paid farewell to the Central Intelligence Agency to become Secretary of Defense, he titled his farewell letter "Arrivederci," which means "until we meet again." His point was that he expected to continue working closely with the CIA from his new job in DOD. I don't speak Italian, but the same thought is in my mind as I write this note.

It has been a privilege to be part of the AT&L community these past years, and I look forward to supporting from the Deputy's position the many efforts upon which we are embarked. We have set a faster tempo of support to the warfighter in acquisition, logistics, and contracting. This is necessitated by ongoing wars and by the pace of change in the modern world, which make a Cold War approach to acquisition outdated and dangerous. We have set the path to Better Buying Power for the taxpayer through initiatives that are already showing results in our most significant and visible programs. We have shown skill and excellence in a number of signal contract awards. We have demonstrated that we can make vital contributions to the budget situation by injecting insights from those who must implement budget decisions. We have paid into and drawn out of the stock of requirements that our programs are supposed to fulfill, so that these requirements can be devised and revised with an understanding of what it takes to implement them. We have plowed entirely new ground in response to technological change, energy challenges, and new threats. And we have moved smartly into areas where AT&L needed capability but had none.

All this must continue, and in fact strengthen and build. You are the amazing and dedicated people who can do it. I will remain fully seized with all that you do from my role as Deputy. I will remain mindful that I was given the opportunity to become Deputy as a reflection of what you have done. And I leave you in the best of all capable hands in Frank Kendall.

A handwritten signature in cursive script, appearing to read "Ash", is centered below the text.

Ash