



SECRETARY OF THE AIR FORCE
WASHINGTON

JUN 18 2012

The Honorable John F. Kerry
United States Senate
Washington, DC 20510

Dear Senator Kerry:

Thank you for your April 26, 2012 and June 11, 2012, letters along with participating in a telephone conference with me and Lieutenant General C.D. Moore regarding the proposed Air Force Materiel Command (AFMC) reorganization and the effect on the Electronic Systems Center (ESC) at Hanscom Air Force Base (AFB), Massachusetts.

The AFMC reorganization responds to two separate challenges. The first is to standardize processes, streamline decision-making and align missions throughout the command. The second is to comply with a January 2011 Department of Defense (DoD)-wide efficiency directive to implement Resource Management Decision (RMD) 703, which required all services to freeze their civilian manpower authorizations to the Fiscal Year 2010 (FY10) budget levels. Funding beyond that necessary to support FY10 personnel levels was removed from the FY12 budget, requiring reductions in personnel authorizations across the Air Force, including approximately 1,000 overhead positions in AFMC.

The AFMC reorganization meets both challenges by moving from a location-specific structure requiring full support staffs at each location, to a mission-based, integrated life cycle structure which reduces overhead costs through the reduction of staff and layers of management. It also provides the Air Force an opportunity to increase effectiveness by standardizing business practices and streamlining processes and decision-making authority while aligning each mission area under one commander. Importantly, no core missions performed at Hanscom AFB today are being realigned. Since Fall 2011, we have coordinated with Congress on our reorganization strategy to include providing briefings and answering required report language directed in the 2012 National Defense Authorization Act and the 2012 Appropriations Act. Additionally, in preparing for implementation of the AFMC reorganization, the Senate has confirmed two, 3-star AFMC Center Commanders, one of those being Lieutenant General C.D. Moore who will be the Air Force Life Cycle Management Center (AFLCMC) Commander.

Relative to your specific concern regarding the ESC commander, the AFMC reorganization will retain 3-star oversight of the work performed at Hanscom AFB by the new AFLCMC Commander. The AFLCMC, headquartered at Wright-Patterson AFB, OH, is designed to ensure continuity and standardized product development and support across AFMC. This includes all the critical electronics and cyber warfare-related missions performed at

Hanscom. The AFLCMC Commander will establish an office at Hanscom AFB to ensure a visible leadership presence due to the importance and criticality of the mission.

Hanscom AFB's restructure will improve the Air Force's ability to execute the cyber mission by merging two existing directorates into a single Program Executive Office (PEO), responsible for Command, Control and Communications Information and Networks (C3I&N), which will be led by a Major General. The C3I&N Directorate will be responsible for integrating cyber capabilities across all Air Force programs. Additionally, the PEO for the new C3I&N Directorate will have a seat on my new Chief Information Officer Governance Board, which will direct future Air Force cyber and information technology investments. The Battle Management Directorate portfolio has been expanded to ensure full integration of all C4ISR programs and will continue to be led by a civilian senior executive. Together, these organizations will have the authority and responsibility to develop world-class integrated electronic and cyber capabilities for the Air Force. The PEOs at Hanscom AFB, to include the new two-star, will continue to report directly to the Air Force Assistant Secretary for Acquisition in Washington, DC.

I understand Congress may choose to direct a legislative change in the AFMC reorganization to include placement of a 3-star officer at Hanscom AFB. However, we intend to move forward with the current transition plan, which sustains the important cyber and electronics missions at Hanscom AFB, while maintaining flexibility to adjust to future legislative direction.

I share your view that the capabilities provided by Hanscom AFB are especially important in meeting the growing electronics and cyber warfare challenges. The Air Force also appreciates the unique technical support organizations in the surrounding region and their criticality to Hanscom AFB's ability to accomplish its core functions. I believe the Hanscom team will thrive in the new 5-Center construct, allowing the senior leadership to focus on these missions so critical to the defense of our nation.

Thank you for your continued support of the United States Air Force. A similar letter has been sent to the other signatories of your letter.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a long, sweeping tail on the letter "y".

Michael B. Donley