

**"The Nuclear Enterprise"**  
**Lieutenant General Stephen Wilson**  
**Major General Garrett Harencak**  
**Major General Sandra Finan**  
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**Lt Gen Wilson:** Thank you, General [Shaud], it's great to be here this morning. It's great to have a senior mentor like you who knows about SAC and can advise us of the things we should be doing right.

Let me just start off and tell you that, first of all, thank AFA for having this forum. I think it's really important. And to all our industry partners [inaudible], thanks for what you do to help strengthen our nuclear enterprise.

I'm going to start off with a little bit of a video. It's about a two minute video. You'll recognize the speaker in the video right away, and I want you to listen closely to the words. The words were said over 50 years ago but I think they're really relevant today and they seem to be about what we're doing today.

[Video shown]

We're the newest MAJCOM, the Air Force's newest MAJCOM in the last 27 years, and we celebrated our fifth anniversary here this last summer.

When you look at what happened, most people forget this. We deactivated SAC in 1992. When we stood up our command we actually reactivated SAC and then renamed it Air Force Global Strike Command. So we have a really proud legacy and lineage that we pull from today in our nuclear enterprise. We've really moved out smartly over the last five years to strengthen and build that team that's taking care of the most powerful weapons on the planet.

Let me give you a couple of examples. The Secretary talked about over the last few years we're going to have a little over 1100 people in the command. She talked yesterday about how we're in the [family], and people, we're going to make sure that we have 100 percent of [effective] manning by skill and location

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across our critical nuclear AFSCs. Those are big important things that are happening at the same time our Air Force is downsizing.

She mentioned also yesterday that in the Future Years Defense Plan we're going to put about \$500 million in the nuclear enterprise above what we currently had programmed. Again, to strengthen what we have going on.

We're going to talk real briefly about a couple of things that we're working on. We're calling it the Force Improvement Program. But it's more than -- It's not a program. It's a philosophy. It's a philosophy that says every day we'll make it better. This is about Airmen, for Airmen, to remove all those obstacles that they do for their mission. Whether it be policies or procedures or people that are not letting them do their job, they're collecting their ideas, they're sending them directly to me, and we're acting on about 90 percent of them. I think Airmen in the field are seeing the results. What we're trying to get away from is in the past people would say they were micro-managed, but now we have empowered Airmen doing the job. So that's one of the focus areas we're working on.

Another area we're working real hard on is weapon system modernization. You'll see it across every program, current as well as future, so let me talk about current.

With the ICBMs, the solid rocket motor replacements to modernize those, we're looking at the weapon system differently than has been done before because in the past the weapon system was the missile only. Now we're demarcating what is the weapon system to include the launch control centers, launch facilities, rolling along that and putting a plan forward to maintain that just like we would any other weapon system in the Air Force.

On our B-52 one of the major upgrades we're doing is called Connect. It literally takes the B-52s from the 1980s era airplane to the 21<sup>st</sup> Century, taking analog and making it digital, allowing [inaudible] information around the world. It's the biggest upgrade we've done with the B-52 in the last quarter century.

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The B-2 we're spending a lot of time and money on. It's a management system. To improve that capability, to make that a penetrating bomber well into the 2020s. It's a major upgrade, and I'll tell you, the B-2, our newest bomber, is 25 years old and it's still really impressive about what it does every single day.

On the weapons piece we're modernizing the B-61, so we're making the B-61-12 which will allow us to reduce all the weapons, all the variants of weapons so there's one common variant, and cutting the stockpile in half. We think that's a real important program moving forward.

As we shape the future, one of the lines of effort we're working on is what I call shaping the future and that includes not just the stuff that we buy, but the people that we have in the command. So everything from ROTC scholarships that the Secretary talked about today, to how we grow and develop our Airmen, and we're working on real simple mods, but we're starting to give people, making sure we've got the right education, training and experience. They're confident and proud. They're personally and professionally fulfilled. And when we do that we get mission success.

So that's what we're spending a lot of time on, the human capital piece of it. But as we shift the future from the new capabilities that are coming on line, we're really excited about that too.

We just finished the ground based strategic deterrent analysis of alternatives, so that is the follow-on to the Minuteman III. It's working its way through OSD. We're looking forward to [roll out] someday here the first quarter of '16.

We're also working closely with all of our partners in industry on what do we do for the long range standoff missile for the future? So the replacement for the ALCM. Our ALCM was actually designed in the '70s, built in the mid '80s, designed to last ten years, and here it is in 2015. We're still using it. So

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we're going to have a replacement for that called the Long Range Standoff Weapon.

We're also partnering with BCC as we move forward with the Long Range Strike Bomber, that that will be essential as we take the bomber force to have a capability that will be able to penetrate any place on the globe, and hold any target on the planet at risk. Again, that will be a dual capable bomber as it comes out in the mid 2020s.

We're also working on a replacement for our UH-1 helicopters. So those are some of the things we're working on to shape the future, but we're supremely focused on making sure we have a force that is safe, secure and effective every single day, that we've got a credible force that deters our adversaries and assures our friends, that we're working hard on building and empowering a team that's shaping the future.

As the Secretary talked about yesterday, this is DoD's number one priority issue.

Our number one priority is our people. Our number one priority mission is the nuclear deterrence mission and it's a great time to be a part of this command, right now as we move forward.

I think that you'll see when you hear from Sack and Sandy that we've got a lot of people pulling in the right direction, a lot of efforts underway to, everything from some reorganizational efforts we're doing, career development things. We're changing the inspections, we're changing the personnel reliability program. We've got a lot of things moving and a lot of people excited about the future of Air Force Global Strike Command and the nuclear enterprise.

Let me stop there and I'll field questions at the end. I think we'll turn it over to General Harencak.

**Moderator:** General Wilson, thank you very much. When CINCSAC speaks, people listen. I understand that.

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At any rate, as we [pasted] this panel together, the representation here at the table is just perfect. General Harencak, I wonder if you would speak next. General Wilson's responsibility is to present forces to the President and the COCOM commanders. What Garry does is represent through A-10 the nuclear enterprise in the corporate processes of the Air Staff. Garry, evidently you're doing that very well, referencing the Secretary's speech yesterday. Garry, your turn, sir.

**Maj Gen Harencak:** Thank you, General. It's great to be here this morning. I'd just like to say a few words about where our focus is in A-10 as we work to provide, as the Secretary said yesterday, and our Chief says, that what we're providing as an Air Force is consistent, persistent focus. Consistent and persistent focus on the nuclear enterprise.

We have three main things that we work on, 100 or so Airmen, civilians and contractors that work in A-10. And we're focused on making sure that our great Airmen out in the field who are responsible for two legs of the triad get the policies, procedures and resources that they need to do what they do every day. Every day, which is provide awesome nuclear deterrent operations, protect America against our only existential threat. And we're making sure, we're trying to work with the interagency, DoD, our other services, and a host of industry partners to make sure that we're building a nuclear enterprise that's relevant, that makes sense, that provides the best value and the best defense for our nation for 2014 through 2024, and not necessarily 1974.

Along those lines, as General Wilson talked about, we're working especially after some of the nuclear enterprise reviews that we've had in the past few months that it's very helpful to focus our efforts in three main areas. One is security, making sure that we have the right security posture, and as we protect our assets make sure that they are safe, secure and effective. And revamping and relooking some of those security procedures to make sure they are relevant, they are relevant for, again, the way the world is today and not necessarily the way the world was 20 or 30 years ago.

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Next is inspections. Our inspections, as you know, many people here, I see a lot of nuclear experienced officers and civilians out there. You know that there is no more difficult and demanding inspection than a nuclear surety inspection. That was true 50 years ago, it was true 20 years ago, and it's true today. But we need to make sure that we're inspecting the right things. The things that will most assist our Airmen to get their job done in a safe, secure and effective manner. So we're looking at inspections.

Then we're looking at revamping and retooling the personal reliability program. That is a program that's in critical need of a complete relook. It was started as a commander's program and unfortunately over the years it's turned to a bureaucratic program. And that does not lend itself to life in 2014 and 2024 and 2034. The personal reliability program is vitally important and it's too important to not take a serious look at and see how we can work that.

So we're very excited as we go down the path to making sure we return it back to what it's supposed to be which is a commander's program and we get away from what happened in the past. So we're excited about that.

Of course we work in this AOR here in Washington to make sure that we recapitalize and modernize our aging weapon systems and delivery vehicles. Specifically we're working very hard to life-extend the B-61, to get a replacement missile for the ALCM. Remember the B-61 is the B-61. Why? Because it was designed in 1961. It's the mainstay, it is the weapon that keeps the NATO nuclear, it is the primary air-delivered weapon for the triad and it's aging and it needs to be life extended. We're well on our way to doing that. We're on time, we're on cost with it. The [LRSO], the ALCMs, a 1982 weapon, the cruise missile needs to be replaced. It's vital to our nation's defense to supply the President all the options he or she may need in the future. LRSO, it's also an important event for us. We think we have to recapitalize and modernize, and move toward the ground-based strategic deterrent which is the Minuteman III weapon system.

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So we're making huge, huge progress in treating the ICBM as a weapon system, and I'm sure Sandy will talk a little bit about that. And we're committed to making sure that whatever upgrades we make to the Minuteman III, they are directly useable and transferrable to whatever comes next. And of course we need to make sure that we have the ability in the future to deliver these weapons, and that's why the Long Range Strike Bomber is so very important. The Long Range Strike Bomber is a key aspect of what we're doing along with the ICBM because it provides the ultimate flexibility for our nation. It is what ensures that the enduring value of our United States Air Force is [to get after any aggressive target] anywhere in the world at any time. I don't need to show you the 800 slides that show the technical and scientific reasons why we need to replace our aging bomber force. The main reason we need a Long Range Strike Bomber is because no one, none of these general officers in here ever wants to walk into the Oval Office in 2024, 2025 and say Mr. President or Madame President I am so very sorry, but we cannot neutralize that threat to America. That's why we need a Long Range Strike Bomber. The enduring value of the United States Air Force is to be able to do that. We've never had to say that as an Air Force and we never want to say that as an Air Force, so we need the Long Range Strike Bomber.

The last thing that we do is to engage and advocate every day across a broad spectrum of civilian, American people type events throughout, with industry as our partners, on Capitol Hill and even in our own Pentagon, to make sure everybody understands how valuable the triad is in protecting America, that the triad is complementary, that the triad is the best defense of the nation against its only existential threat. To fight the mythology out there. To fight the mythology of the anti-nuclear folks, the people who for whatever reason have a theological opposition to defending America with nuclear weapons. Standing up to them and fighting the mythology that exists out there. And continuing to emphasize the continued relevance of a strong Global Strike Command, a strong nuclear deterrent that is relevant today and it will be as relevant tomorrow as it was in 1954 and 1964 and 1974 and 1984.

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The last thing that the Chief and the Secretary have asked us to do is to work toward the United States Air Force regaining its preeminent position as the intellectual leader for nuclear deterrence issues. We've come a long way in the last few years. We have courses [of] Nuke 100 and 200 and 300 and 400. We are deliberately and very carefully, making sure we're educating our future leaders, our future NCOs and our future officers that will provide the leadership in this. We're providing them the intellectual basis so they can speak clearly and succinctly and convincingly about the continued need for the nuclear deterrent force.

That's where we are in A-10. I ask all of you to join us in this. This doesn't need to be Seve Wilson, Sandy Finan and Garry Harencak solely. This is anybody who cares about defending America. Anybody who cares about the enduring value of your United States Air Force and I know that's everybody in this room. So join us. Get out there. Talk about it.

When you hear somebody say something incredibly wrong about [the nuclear enterprise]-- please go out there and engage them and say that's not right. We need your help.

Thank you very much, I look forward to your questions.

**Moderator:** Thank you General Harencak. Next speaker and with General Wilson representing outreach for the National Command Authority, representing us in the Pentagon is General Finan as Commander of our Nuclear Weapon Center at Kirtland, to make sure that we are a healthy organization. Sandy, if you'll take that on, we look forward to your comments.

**Maj Gen Finan:** Thank you, General.

I'm honored to be here. I want to thank the AFA for hosting this incredible event and also I want to thank our industry partners. So just like General Wilson, a lot of what we do, the innovation, the technology, we get that all from our industry partners so I want to thank you for what you do for our nuclear deterrence force every single day.



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Nuclear weapons have proven to be a great influencer on creating peace. Therefore as long as these weapons exist there will be no mission more important than maintaining the nation's nuclear deterrent capability, ensuring deterrence and assurance. This means that we must maintain the credibility of our nuclear deterrent through a visible commitment to modernizing and sustaining our nuclear capability in order to meet the needs of the warfighters General Wilson commands.

We often talk about the importance of our nuclear warfighters In Global Strike Command and the critical role they play in deterring and assuring. However, behind those warfighters are the scientists, engineers, program managers and professionals of Air Force Materiel Command that create, provide and sustain the Air Force portion of our nation's nuclear capability.

Deterrence is often talked about in terms of an equation made up of capability and will. While will is a national political issue, the capability part of that equation falls squarely into our arena. That capability and the perception of that capability is made up of many parts. The ability to execute the mission, the reliability of the systems, the availability of the systems, the security of the systems, assuredness of the systems, et cetera. So as we look go maintain our nuclear capabilities we must consider not only the warfighter executing the mission but also the people who sit quietly behind every warfighter and create and sustain the capabilities they use every day to deter and assure.

Our rival powers are investing billions of dollars to modernize and improve their nuclear systems so to remain credible we must ensure nuclear capabilities remain an Air Force priority.

One of the things we must do is innovate in order to keep modernizing and sustaining our platforms. One such innovation is our ground-based strategic deterrent. We carefully chose our modernization and sustainment programs to support our nation's deterrent strategy. For the ground-based leg of our triad we are moving forward with GBSD, Ground-Based Strategic Deterrent program as a replacement for the current Minuteman III missile system. This replacement is a long-term process of addressing

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many of the sustainment issues with the Minuteman III. However, until GBSD comes on-line we must continue to modernize and sustain our current Minuteman III system.

We are doing this through upgrades in the launch control centers and launch facilities as well as modernize missile components to ensure that Minuteman III continues to be a credible system until it is replaced. Through innovation we have been able to meet certain sustainment requirements through refurbishment and maintain the credibility of our ICBM program. For instance, if you consider a car, right? Spark plugs are designed to be replaced. When they go bad you have replacements for them, or actually replace them before they go bad. And without those spark plugs your car is not going to run. A fuse is much like that. Our fuses were designed to be replaced. That's a very expensive undertaking. So what we did is we had an innovation where we were able to create and deploy a refurbishment process for the Mark-21. It was never designed for refurbishment but we in fact saved \$2 million by creating a refurbishment process to keep that Mark-21 fuse viable into the future.

As the Secretary talked about future uncertainty and the importance of being flexible and adaptable, we are designing GBSD to provide adaptable options for our future leaders. As you can see from this slide, there are a lot of programs that we are undertaking either now or in the future to not only modernize and sustain the Minuteman III but set the ground [work] for GBSD. This is key to the innovative strategy that we have for the Ground-Based Strategic Deterrent. The key is that everything we are doing today to sustain the current system is a building block and a part of the follow-on system.

In addition to our acquisition efforts to modernize and sustain the Minuteman III we are also dramatically changing our sustainment strategy. You've heard a couple of references to that already.

In conjunction with Global Strike Command we are implementing the ICBM product support strategy to enhance our sustainment methodology, resourcing and supply chain management practices. The ICBM product support strategy has three ongoing lines of

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effort to start up the program. The first is the weapon system demarcation which is attempting to define all the components of the weapon system. That might sound like an easy task, but it is absolutely not an easy task to decide where the weapon system line, where you draw the line around what you consider a weapon system and what you consider a facility.

For aircraft it's pretty easy. However in ICBMs, not so much. For us, the launch control center, think of it as a cockpit. That's where the pilot sits. That's where the group commander sits, that's where the crew sits, that's where they execute and monitor and operate the weapon system. For the launch facility, think about it as a bomb bay. If the bomb bay doesn't work, your aircraft can't drop the weapon. Same thing. If the launch control center doesn't work your ICBM weapon system is not going to work. So if sustainment of the cockpit and the bomb bay is a must to assure the aircraft can accomplish its mission, likewise, sustainment of the launch control center and the launch facilities must be accomplished in order for the ICBM to accomplish its mission.

The second line of effort is determining sustainment parts. Our current process is ineffective. With a system that has been extended beyond its original line, we must have a process in place that will allow us to predict when parts fail rather than flying them to failure.

There is an existing system within the Air Force to determine requirements. The aircraft and missile requirements is known as the AMR process. Within the AMR process the program office in conjunction with Global Strike determines future year sustainment requirements. The requirement is then validated. A list of individual tasks is developed. And a plan is published. In November 2013 for the first time ever a data [poll] was conducted to request requirements for the Minuteman III using the AMR process.

The final effort is to ensure that we have proper funding of parts within the ICBM weapon system. Currently ICBM sustainment is funded through multiple sources. We plan to develop a parts forecasting and funding process that will rectify this. We'll

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implement the same centralized asset management or CAM process used by the aircraft. The completion of the demarcation of parts funding effort is expected in FY15 and the AMR process is expected to reach steady state in FY16. Each of these efforts combine to enhance the way we support our nation's ICBM force.

Within the Air Force Nuclear Weapon Center our primary focus is to ensure the Air Force maintains a credible nuclear deterrent both now and into the future. Although I've only talked about our ICBM programs, Air Force Materiel Command has ongoing efforts in support of our dual capable aircraft and our bomber capabilities. We have many challenges ahead, but the professionals who create, sustain, procure and support our nuclear capabilities are standing ready to meet those challenges. Thank you.

**Moderator:** Thank you very much General Finan.

We could spend the rest of the day here with all the questions that have been produced for you. Let me start with this one. A very interesting question.

As part of the nuclear enterprise certainly our United States Navy is included. How does that coordination work?

General Wilson, do you want to take a shot at that?

**Lt Gen Wilson:** I think we have a great relationship with our Navy partners. I'll use a real easy example. When we had some events happen at one of our bases last January the first person I called was my Navy counterpart Vice Admiral Mike Connor. We've got a great relationship. I asked him, Mike, have you ever seen anything like this? If so, what did you do? So continuing a constant dialogue between our Navy partners are critical to making the nuclear deterrent mission happen.

Equally so, I'm a component of STRATCOM, so I work for my bosses Admiral Haney, the STRATCOM Commander, along my component line and my service line to the Chief. The Navy has the same thing through their component commander that works through STRATCOM.

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So we're providing the three legs of the triad through them, so we have to stay [inaudible].

What I think you'll hear from Sack here in a minute is he does the same thing with Terry Benedict who does the Navy's business in the building. We stay joint on the policy fronts, that we work through the issues between the different services whether it be inspections or for security or personnel programs. He has a very close dialogue and relationship with Terry Benedict.

**Moderator:** Thank you, General Wilson.

Sandy?

**Maj Gen Finan:** If I could add just a little bit. Specifically to the Navy coordination, we actually work very closely with the Navy on specific programs. For example the fuse program, we are sharing information and actually sharing costs with the development of fuse because there are many components that can be common. So we're working closely. When we invest some money for development of fuse, Navy will invest some money, so together we're able to put together programs that both of us require.

We're also doing the same thing in propulsion, looking at how we can help each other in the propulsion arena.

So as we move forward, we are making those smart kinds of decisions and sharing the burden and also helping to keep industry in a steady state condition. We tend to buy things in an episodic manner, right? We tell you hey, we need 400 widgets. Then we don't need them again for 30 years. Then we need 400 again. Industry has to ramp up and then shuts down. So what we're trying to do is with the Navy combine and figure out how we can create a little bit more steady state and predictable environment for our industry partners.

**Lt Gen Wilson:** One of the most important things that we're working on is education. I always ask people, what does deterrence look like in the 21<sup>st</sup> Century? Well, it changes. What we're trying to do is make sure that we have our folks that

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are as smart as humanly possible on what deterrence means and how it will change in the future. So as General Harencak talked about, we have the NUKE 1, 2, 3, 400 classes. We're sending our folks out to all the national labs. We've got our folks at Sandia, Los Alamos, Livermore. We're sending them to Department of Energy. We're sending them to Harvard, Stanford and other fellowships across the thing. We're also doing exchanges with the Navy. So today, starting next month we'll send a couple of our missileers to exchange out with the Navy in Hawaii, and we'll also send two of them to do an exchange job at Norfolk to learn from their Navy counterparts. In return, they're going to send Navy submariners both to my staff as well as to the 20<sup>th</sup> Air Force staff. So we're trying to partner with our Navy partners as well as increase our education, training and experience of all of our folks in the nuclear enterprise.

**Moderator:** General Harencak, how about in the building [inaudible]?

**Maj Gen Harencak:** Well sir, we make sure that we stay close with SSP which is Admiral Benedict's organization and we make sure that to the greatest extent possible we provide a, where there are no seams between the United States Air Force and United States Navy as we advocate and engage in war of the nuclear deterrent.

I don't go anywhere I don't talk about the incredible importance and the foundational aspect of deterrence of continuous at-sea deterrence. And we advocate the Ohio Class replacement is something that our nation absolutely has to accomplish. Just as Admiral Benedict and his team advocate for our two legs of the triad. We realize that this is not a zero sum game. We have to work together to convince the American people, to convince our government leadership that, and DoD, of the value and relevance of it.

So we do cooperate a lot as Sandy and General Wilson said on each's on hey, can we use your widget, you use our widget as we work toward common adaptable things as we modernize both of our forces. But one of the key things we so is we make sure that we

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are attached at the hip when it comes to advocating for strategic nuclear deterrence.

So I won't use the word unprecedented, the level of cooperation, but it's certainly, I think you would be surprised at the enormity of our cooperation together as the two services work to advocate for the enterprise.

**Moderator:** Thanks for answering that question. It's on jointness.

Let's address another area that many of these questions get at, and that is human capital. Of course the command had some challenges earlier this year. Feedback from the field is that the Force Improvement Program was well received. Let me ask the panel this. Do you see it making a difference in morale and people staying on board in the command?

**Lt Gen Wilson:** I do. And I think the Force Improvement Program will be one of the things that we look back and say was a really good idea.

It's not just ICBMs. We've now done it across the bomber force also. Fundamentally it's about empowering Airmen. It's about listening to them, the people who do the job. It's about removing the obstacles, letting them lead and do their job. I think the field has seen the results of that. They ask, as an example, the defenders out in the field said we don't think our uniform is the best uniform for the conditions that we need to do our job in. In Offutt and in northern tier bases when it's -30 or -40 outside, we think there's better gear available. So we listened to their input, we went to the Air Force Security Forces Center, we said what's the best uniform available for Airmen to be able to do this? They told us, so they're getting it. The Secretary gave us some money, it's been ordered, it's to be delivered here in the next month or so.

But when we listen to our Airmen, we remove the obstacles to their success, and they see it, they now own it. It's theirs and they claim it. So whether it be nuclear clothes or new equipment or removing barriers that existed for them, allowing

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them to do their job, the feedback that I get when I go to the field is, they believe in this. The Secretary got that same feedback when she visited all of our missile wings recently. We think it's so successful we've applied it to the bomber force and they're starting to see the same things. So I think this will be a lasting legacy that's, we call it a Force Improvement Program but it really is a Force Improvement Philosophy. It will last beyond us, I believe, because this is the Airmen, this is them, this is their ideas, and we're empowering them to achieve those ideas and remove those obstacles.

**Moderator:** Any comment, General Finan?

**Maj Gen Finan:** We have started a Force Improvement Program as well at AFMC and that process is moving forward. We're looking at what we can do to better create acquisition professionals, sustainment professionals who are steeped in the nuclear business, we have opportunities in the nuclear business and we see a future in the nuclear business. And so we are going through that same process, same philosophy, trying to bring that over into the people and the processes that sustain and acquire our nuclear weapon systems.

So I think, you know, everyone's very excited about the process because they get to have input and people listen to what they say. The key for us is following up on that. When they tell us something, we have to follow up and make sure we follow through and either get back to them and say okay, here's why we can't do your suggestion; or hey, this was a great idea. We are getting it implemented. So that process is just now moving over to the AFMC arena.

**Moderator:** General Harencak lets me visit with that A-10 crew every once in a while and they're in the program, all in, as they say. Any comment, sir?

**Maj Gen Harencak:** Yes, sir. What I talked about, this consistent persistent focus on the nuclear enterprise. People ask well what's different? What's different this time? As you know, we have reinvigorated the nuclear enterprise over the last few years. We have done things much different. What we want to



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make different is that this focus remains consistent, it remains persistent. But more importantly what I think or Secretary and Chief Welsh, the Vice Chief, our Under Secretary Mr. Fanning, the very senior leadership of our United States Air Force, when our nuclear Airmen ask, make a reasonable request for something, our orders from them is the answer is yes, the answer is yes. How can we find a way to say yes? And I think that's very very powerful. Instead of saying well we just, you know, we'll go through the whole process and see if we can do it, the answer is yes. I think that's being very, very well received out in the field. Our nuclear Airmen out there are saying hey, this is a little bit different because of this attitude that we're going to maintain this persistent focus. But we're going to try, we're going to try every time to say yes to what they need. That's even more powerful when you consider the enormous decisions we have to make budget wise each and every day.

So I think that's one reason why when I go out in the field our young Airmen out there, our young officers say hey, they feel a little bit something different in the air today and it's being very well received and I think this is going to bode very, very well to make sure that our forces out there understand that we are all in, as you say sir, to make sure that we have continuous improvement. I'm not telling you we're not going to have a problem somewhere, there's not going to be an issue we're going to have to resolve. I am going to tell you, though, we're going to maintain the momentum to make sure we have consistent and persistent focus on this enterprise.

**Moderator:** Thank you very much.

The last set of questions, please. We have our industry partners here in the audience. And many of the questions here are about command and control. Sandy you covered that. Also something about a new helicopter and so forth. I wonder, General Wilson, if you have comments on that, how that's going in the POM process and all the rest of it.

**Lt Gen Wilson:** We're working real hard with our team as we talk to industry about how do we modernize our NC-3. We can't afford

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to do individual stovepipes. We've got to think broader. There is no global power, global reach without command and control.

So how do we make sure we've got the resilience, beyond line of sight communication for a proper force is an example. We talked with industry recently. Making sure we can get connected to the [AEHF] satellite, how do we then get wide band as well as narrow band connectivity? What can we do incrementally over time? And how do we also have a non-space based option and capability out there for the proper force [mix].

Globally what we're looking at NC-3, partnering with the DoD CIO, with Garry and his team, with our industry partners to look forward to being able to provide a modernized nuclear and national command and control capability for our Air Force. We've got a lot of people, [Gen Shaud], working on that piece with us.

We're also working hard on a new helicopter. You know we're flying the UH-1N, we're the last folks flying that. They're all 1969 version helicopters. It doesn't meet any of our requirements, either speed, the number of people it can carry, the ability to loiter, so we're moving forward with what we think is a good plan. We talked to the Vice Chief who's approved our way forward. Now we're trying to get the funding to make that happen.

**Moderator:** Thank you very much.

Sandy, any further comment on your part of the business stream?

**Maj Gen Finan:** I would just add that on the NC-3 piece we've been looking at the sustainment of NC-3 and the NC-3 systems, the ownership of those systems runs across throughout the DoD. So it is a very very large and complex enterprise to get your hands around. So what we've been doing is trying to take small chunks at it and look at primary systems and see who owns them, what kind of sustainment plans are in place, is there a replacement plan, try to put that whole piece together so that we have a bigger picture and can have some advance warning if there are issues coming up with our NC-3 system.

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So we're working very closely with Global Strike, with General Weaver up in the CIO's office, and this is really a massive undertaking to really get our arms around the status of the NC-3 and then the path forward on the NC-3.

**Moderator:** Garry, do you have a comment?

**Maj Gen Harencak:** Yes, sir. I'd like to comment a little bit about the industry partnership and it's something we in A-10 are working very closely with too, is to partner with industry. And also partner with our civilian friends, the Military Affairs Committees around our nuclear bases. These are the patriotic Americans that just want to love and support our Airmen and want to defend this nation as vigorously as our Airmen, our Sailors, Soldiers and Marines do, and Coast Guardsmen do every day. That's what, I know we've got a lot of industry partners here, and I know I speak for all three of us when I say join us. We want your, we desperately need your input. We want your help.

General Chilton told me one time, and I'm paraphrasing, he said Sack, you have three main audiences as you go out and talk about this. Your first audience is the uneducated. They're the people, they may have PhDs, they may have master's degrees, but they're uneducated about the value of our two legs of the triad in the Air Force. They just don't understand it. And that's your fault. There shouldn't be uneducated people out there. You've got to get out and you've got to educate. So we try to do that every day.

Then he says there are the theologians that I talked about. These are the people who just have a belief system that nuclear weapons have to go away, the United States has to, can't maintain them. Or they're minimum deterrence people. And while we're never going to change their mind, we have to stand up to them because the uneducated are listening.

Then he said the last one which we haven't used to our advantage and I agree with him and we're trying to change that, is our allies. Who are our allies out there? Well, they're our industry partners that need to join us and help us to get the

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word out there so we can find ways in a very cost-effective manner recapitalize and modernize our systems but also to help us make the case intellectually why this is important to do it.

I like to say that for 35 years we took a procurement holiday on a lot of our weapon systems, on a lot of our delivery systems. But the real problem is not that just all the bills are coming due today during a time of sequestration and lower budgets, but the biggest problem is for 35 years we took an intellectual holiday and we haven't gotten out there and convinced the American people of the continued relevance of nuclear deterrence and we're trying to overcome that. But we're not going to be able to do that without the help of our industry partners and our civilians. So we need your help. Thanks.

**Moderator:** How about a round of applause for our panel? Thank you very much. A great audience and a wonderful panel.

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