DEPARTMENT OF THE AIR FORCE

PRESENTATION TO THE SENATE ARMED SERVICES COMMITTEE
STRATEGIC FORCES SUBCOMMITTEE
UNITED STATES SENATE

SUBJECT: Status of Air Force Nuclear and Strategic Systems

STATEMENT OF: Lieutenant General Stephen W. Wilson, Commander
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Introduction

Chairman Sessions, Ranking Member Donnelly, and distinguished Members of the Committee; thank you for allowing me to represent the over 23,000 Air Force Global Strike Command (AFGSC) Airmen. I will use this opportunity to update you on our mission, the status of our forces, and the future of the command.

Air Force Global Strike Command Mission

In an effort to re-invigorate the nuclear enterprise, the Air Force re-activated Strategic Air Command and re-designated the organization as Air Force Global Strike Command. Last year AFGSC celebrated its fifth anniversary. As you know, the command was created to provide a focus on the stewardship and operation of two legs of our nation's nuclear triad while also accomplishing the conventional global strike mission. Numerous Blue Ribbon panels, task forces, and other reviews have reaffirmed that a triad should be maintained under the New START agreement with the Russian Federation. Other nations' nuclear arsenal advancements and modernization efforts are a national concern and validate the fact that AFGSC's Nuclear Deterrence Operations mission set remains critical in today's unstable geopolitical environment. We live in a world that continues to rapidly change and until we have the peace and security of a world without nuclear weapons we must never forget the stabilizing influence the triad has on our allies, partners, and adversaries. In order for us to be effective across the spectrum of conflict from day-to-day deterrence and assurance operations to nuclear engagement, our Airmen must be ready and equipped with the right tools to do the job. The world has not experienced a war between major super powers for over 70 years; there are a number of reasons for this, one of which is our nation has provided credible deterrence for our adversaries and assurance for allies and partners. Due to the special trust and confidence the American people put in us every day, we can never fail them in ensuring a safe, secure, and effective nuclear arsenal. Continuing in the proud heritage of Strategic Air Command, yet tailored for today's evolving world, AFGSC's mission is to: "Develop and provide combat-ready forces for nuclear deterrence and global strike operations – Safe, Secure and Effective – to support the President of the United States and Combatant Commanders."

AFGSC Nuclear Mission

At the core of our mission statement are three reinforcing, key attributes: "Safe – Secure – Effective." These were outlined in President Obama's 2009 Prague speech where he said: "Make no mistake: as long as these weapons exist, the United States will maintain a safe, secure and effective arsenal to deter any adversary, and guarantee that defense to our allies." The attributes of "safe, secure, effective" serve to underpin every nuclear-related activity in AFGSC, from the discipline adhered to in the smallest task, to how we prioritize our planning and programming for the Future Years Defense Program. The effects of our nuclear force, as outlined in the 2010 Nuclear Posture Review, are to ensure strategic stability, to support the regional deterrence architecture, and to assure our allies and partners.

AFGSC Conventional Mission

The command's focus on nuclear operations cannot come at the cost of our conventional mission. Our conventional bomber forces defend our national interests by deterring or, should deterrence fail, defeating an adversary. Two capabilities are fundamental to the success of our bomber forces: our ability to hold heavily defended targets at risk and our ability to apply persistent combat power across the spectrum of conflict anywhere on the globe at any time. The United States' fleet of heavy bombers provide the nation a visible global warfighting capability that is essential to the credibility of America's national security strategy. These bombers carry our latest high-tech munitions in quantities to ensure the Air Force can meet our nation's global responsibilities, and therefore are in high-demand by the regional Combatant Commanders.

Challenges Answered

It is no secret our nuclear forces have recently gone through a time of intense scrutiny, most notably with the cheating incident in our intercontinental ballistic missile (ICBM) community. However, we have turned this negative event into an opportunity for positive and lasting change. Remember – the bulk of our Airmen are doing great work each and every day. They believe in the mission and are serving to the best of their abilities. Their faith in us deserves action; we have taken action to improve the two legs of the triad we operate. The challenge before us is to follow through on these actions.

Force Improvement Program

As you know the Force Improvement Program (FIP) was directed in response to the aforementioned cheating incident. We knew we had to make changes, but instead of doing it the same way we always had in the past, we asked the Airmen doing the job day in and day out what they would improve. They responded openly and thoroughly. Our bottom-up approach yielded 384 recommendations in the ICBM community and 215 recommendations in the bomber community. We approved action on 98% of the ICBM recommendations and 92% of the bomber recommendations.

Some of the changes are significant paradigm shifts for our ICBM community. We are completely changing ICBM crewmember progression to a "3+3" construct where our crewmembers can focus on becoming weapon system experts during their first three years and then transition to instructor, evaluator, or flight commander duties for the second three years. We have also put Assistant Operations Officers in place in all of the operations squadrons to provide mid-career leadership so desperately needed. Lastly, we changed the testing and evaluation culture that was the root cause of many of the problems within the operations community. Instead of studying to get a perfect score for an exam, we have refocused our training and evaluation programs to reflect the mission at hand.

These changes are not just for the operations community, either. We are providing better tools and equipment to the maintainers. Our security forces members are getting new uniforms, cold weather gear, and weapons improvements – all commensurate with the important mission they do in harsh conditions protecting our nation's most important assets. Another way we are showing our Airmen the importance of the mission they perform is through increased pay. We now provide select officers Assignment Incentive Pay and critical enlisted members Special Duty Assignment Pay.

As mentioned earlier, it is important to note that FIP is not just an ICBM program. We applied the same construct to our bomber mission areas and we have multiple efforts ongoing to address issues raised. We are looking at our Continuous Bomber Presence (CBP) program to ensure we are manning the mission appropriately while providing stability for our Airmen. Additionally, we are completely re-writing our qualification training syllabi to ensure quality nuclear training without losing focus on the conventional mission. With the Office of the Secretary of Defense's (OSD) help, we are revamping our implementation of the Personnel

Reliability Program. We have refocused the program back to its original intent – a commander's program with an "up until down" mentality.

In order to ensure we do not lose this momentum, we are transitioning the idea of the Force Improvement Program to a continuous Force Improvement Philosophy. We will internalize the much-needed change we have gone through so that we can sustain these efforts to improve our Air Force nuclear forces. These changes are examples of us bridging the "Say-Do" gap that had become so pervasive in the nuclear enterprise. We continue to grow and shape our upcoming nuclear experts and leaders. We are focusing on developing a force of nuclear leaders who understand nuclear strategy and policy, and are capable of thoughtfully articulating what deterrence means in the 21st century. AFGSC is leading the way by integrating education and training at different points in a nuclear professional's career. We are utilizing expertise both within the Air Force and in industry to develop Airmen with the skills necessary to lead and the knowledge necessary to effectively shape deterrence theory and policy.

Nuclear Enterprise Review Reports

This past November, the Department of Defense (DOD) released two different reports that analyzed the nuclear missions for areas of concern and improvement. The internal and external reports were extremely thorough, and I sincerely thank all those involved in helping to make our nuclear forces better. I will also add that we had already begun addressing almost all of the same issues. The reports' findings overlapped a majority of our existing FIP recommendations; we look forward to continuing the implementation of the recommended changes.

Senior Leader Support

There was a common thread throughout the last year with regard to the nuclear enterprise – senior leader support. We had neglected our nuclear forces for decades; our current leadership recognized this fact and moved decisively to correct that shortcoming. Even as we move to reduce the roles and missions of nuclear weapons in U.S. nuclear policy, nuclear weapons must remain effective and reliable. Former Secretary of Defense Hagel recognized this fact by saying, "Our nuclear deterrent plays a critical role in ensuring United States national security, and it's DOD's highest priority mission. No capability we have is more important." Secretary Carter said during his confirmation, "…with respect to the nuclear enterprise, I have a long history in that regard and am a strong believer in a safe, secure and reliable nuclear arsenal for the United

States." Our most senior leaders in both the DOD and Air Force have now made personal visits to all of our bases, not only showing support but also following up on the actions we are taking. Other ways we are seeing leaders take positive and lasting action are the funding increases and the follow through of the Nuclear Deterrence Enterprise Review Group chaired by the Secretary of Defense. Senior leaders today recognize the importance of what our nuclear deterrence offers this nation and are committed to lasting, positive change.

Air Force Global Strike Command Forces

Intercontinental Ballistic Missile Forces

Twentieth Air Force, one of two Numbered Air Forces (NAF) in AFGSC, is responsible for the Minuteman III (MM III) ICBM and our UH-1N helicopter forces. The 450 dispersed and hardened missile silos maintain strategic stability by presenting any potential adversary a near insurmountable obstacle should they consider a disarming attack on the United States. No potential adversary can hope to destroy this force without depleting their own arsenal. Every day over 900 Airmen deploy to our three missile fields, executing effective deterrence and assurance operations. Accomplishing this vital mission demands we focus on sustaining our current systems while modernizing for the future.

Minuteman III

We continue efforts to sustain the Minuteman III ICBM. This includes upgrading the command, control, and communications systems and support equipment.

One of these support systems is the Transporter Erector (TE) Replacement Program (TERP). The TE is used to transport boosters and emplace them at the Launch Facilities (LF). The current fleet averages 23 years old and has experienced significant structural fatigue due to high mission tempo. We have completed the TERP design review and are preparing to prototype and test a new TE. We expect the new equipment to begin fielding in 2016.

We are also equipping ICBM launch control centers (LCC) with modernized communications systems that will upgrade or replace other aging and obsolete systems. The LCC Block Upgrade is an overall modification effort that replaces multiple LCC components to include a modern data storage replacement for floppy disks and new Voice Control Panels to provide high quality voice communications. We expect a contract to be awarded this year with production in 2018 and deployment in 2019. The Minuteman Minimum Essential Emergency

Communications Network Program Upgrade will modernize and better secure the Emergency Action Message network; this upgrade will begin fielding early next year.

We conducted two MM III flight tests in Fiscal Year 2014 that, along with two Simulated Electronic Launch Minuteman tests in the operational environment of six LFs each, demonstrate the operational credibility of the nuclear deterrent force and the command's commitment to sustaining that capability. Operational flight testing is currently funded and planned for four operational test launches per year to satisfy requirements outlined by United States Strategic Command (USSTRATCOM) and the National Nuclear Security Administration (NNSA). In fact, I am pleased to report that last month we successfully test launched two ICBMs, both of which were the two longest MMIII flights in history. These special extended range missions have allowed us to gather important data and validate our global strike capability.

We continue to examine emerging technologies to ensure the MM III weapon system remains reliable and ready through 2030. Additionally, we are looking into how investments in these technologies can transfer to and provide savings for the future Ground Based Strategic Deterrent (GBSD) program.

Ground Based Strategic Deterrent

The Minuteman flight system, currently on its third model, has been on continuous alert since the early 1960s, over 50 years ago, and has proven its value in deterrence well beyond the platform's initial 10-year lifespan. All parts of the triad are complementary; the ICBM provides the most responsive portion of the triad. ICBM capability gaps were identified and validated by the Joint Requirements Oversight Council (JROC), and subsequently approved in August 2012 by the Air Force Chief of Staff, resulting in an Analysis of Alternatives (AoA). The AoA completed in June 2014 and identified a replacement to the MM III as the most cost-effective approach. Previously planned sustainment programs (e.g., guidance and propulsion replacement programs) will be leveraged into GBSD and serve as the foundation of the effort. Starting this summer, the Air Force's second Enterprise Capability Collaboration Team (ECCT) will assemble the resources, stakeholders, and expertise across the Air Force to identify ICBM program needs and gaps to determine the best command and control and other system requirements for GBSD. Additionally, we are engaged with our Naval partners to further investigate areas for intelligent commonality between potential GBSD systems and future Navy weapons. We hope to find areas of overlap with the objective of reducing design, development,

manufacturing, logistics support, production, and testing costs for the nation's strategic systems while still acknowledging that the different weapon systems will always have some requirements that necessitate unique solutions.

Successful fielding of a follow-on ICBM will require the acquisition team to design the entire system beginning now through 2019. This approach provides flexible deployment options in light of budget constraints. Due to system age-out, the first priority is to replace the missile itself. However, command and control (C2) and infrastructure recapitalization is necessary to continue safe, secure, and effective operations. It is no small task to upgrade the command and control systems along with the underlying infrastructure that supports the weapon system. For example, at our largest missile field operated by the 341st Missile Wing, we must connect and support hardened systems across almost 14,000 square miles. As a comparison, this is larger than the entire state of Maryland; our nuclear command and control is currently serviced by copper wire and equipment installed in the 1960s. AFGSC is defining approaches to upgrade C2 and modernize necessary facilities. GBSD cannot be viewed as just another life extension to our existing MMIII; it is time to field a replacement ground-based capability that will assure our allies and deter potential adversaries well into the future. Thank you for your continued support of GBSD as we move forward ensuring it will lead to a viable replacement for the MM III ICBM.

UH-1N

AFGSC is the lead command for the Air Force's fleet of 62 UH-1N helicopters. The majority of these aircraft support two critical national missions: nuclear security in support of the ICBM force, and the Continuity of Operations/Continuity of Government mission in the National Capital Region. They also actively participate in the Defense Support of Civil Authorities program often being called to help with search and rescue activities.

Although the UH-1Ns are 45+ years old, we plan to fly them until the mid-2020s. We must sustain the helicopter's current capabilities while selectively upgrading the platform to address the most critical safety and operational concerns. Safety improvements currently underway include the procurement of crashworthy aircrew seats across the fleet and night vision goggle-compatible cockpits that will be fully integrated by 2016. In addition, the command is fielding the Helicopter Terrain Avoidance and Warning System and Traffic Collision Avoidance System to improve situational awareness and survivability. Finally, in order to more effectively

employ the UH-1N in its nuclear security role, AFGSC stood up the 582d Helicopter Operations Group, the only helicopter operations group in the Air Force, at F. E. Warren AFB, WY, to better support and focus our helicopter employment at the three missile wings.

UH-1N Follow On

While we can, to some extent, mitigate the UH-1N's deficiencies in range, speed, and payload, no amount of modification will close these critical capability gaps entirely. This can only be accomplished by fielding a replacement aircraft that meets validated mission requirements. As such, a UH-1N Replacement Program is included in the Fiscal Year 2016 budget submission. We are working with SAF/AQ and Air Force Materiel Command to confirm and select the most cost-effective way to procure a new platform. We look forward to identifying and procuring a replacement helicopter that fully meets our nuclear mission needs.

Dual-Capable Bomber Forces

Eighth Air Force is responsible for the B-52H Stratofortress (B-52) and B-2A Spirit (B-2) bombers. This includes maintaining the operational readiness of both the bombers' nuclear and conventional missions. The B-52 serves as the nation's most versatile and diverse weapon system in Air Force Global Strike Command by providing precision and timely long range strike capabilities. Meanwhile, the B-2 can penetrate our adversary's most advanced Integrated Air Defenses Systems to strike heavily defended targets. Our flexible dual-capable bomber fleet is the most visible leg of the nuclear triad. They provide decision makers the ability to demonstrate resolve through generation, dispersal, or deployment, and the ability to quickly place bomber sorties on alert thereby ensuring their continued survival in support of the President and to meet combatant command requirements.

Global Assurance and Deterrence

CBP, initiated in 2003, increases regional stability and assures our allies and partners in the United States Pacific Command area of responsibility. CBP is an enduring requirement; therefore we have taken steps to reduce the cost of squadron rotations. Specifically, over the past year we worked closely with Pacific Air Forces on the requirement to establish a detachment at Andersen Air Force Base, Guam. This detachment will be made up of operations and maintenance experts and will better enable us to support CBP operations. Through the Bomber Assurance and Deterrence program, we exercise with every combatant command and every joint

partner annually. These exercises take place all over the world and are another example of the versatility AFGSC can provide in the conventional mission area.

B-52H

The B-52 may be the most universally recognized symbol of American airpower…its contributions to our national security through the Cold War, Vietnam, Desert Storm, Allied Force, Iraqi Freedom and Enduring Freedom are well documented. Our Airmen have worked tirelessly to keep the venerable B-52 in the air. The B-52 is able to deliver a wide variety of nuclear and conventional weapons. This past year, we maintained complete coverage of our Nuclear Deterrence Operations requirements while supporting overseas CBP commitments.

AFGSC continues work toward completing the Combat Network Communications Technology (CONECT) upgrade. This upgrade resolves sustainability issues with cockpit displays and communications while also providing a "digital backbone" enabling integration into the complex battlespace of the future. Specifically, CONECT replaces aging displays, adds an additional radio, and provides beyond-line-of-sight communications and situational awareness with machine-to-machine retargeting. CONECT achieved approval for full rate production by 2016. We have accepted our first B-52 CONECT jet, and expect to achieve initial operational capability this July.

We are working on the 1760 Internal Weapons Bay Upgrade to the B-52's bomb bay that greatly improves flexibility and precision weapon capacity for all smart weapons. Configuring the aircraft to internally carry these smart weapons and the pathway for integration of the Joint Air to Surface Stand-Off Missile-Extended Range (JASSM-ER) will give the warfighter additional advantages over an adversary and will provide increased capability to our joint force commanders. JASSM-ER, for instance, will provide an increase in weapons employment range, allowing our forces to posture themselves outside of threat areas thereby increasing both the aircraft and weapon's survivability. This upgrade improves the B-52's carrying capacity by 60%.

Our B-52s are still using 1960s radar technology. The radar is unreliable and will be less effective operationally in a future threat environment, especially if we expect this aircraft to operate for another 25 years. Without an improved radar system on the B-52 we will continue to increase risk of significant degradation in both conventional and nuclear mission areas. We are still in the study phase of the B-52 Radar Modernization Program. However, this is an important

program that is absolutely required to bring the B-52 into the modern age; and is particularly vital when discussing B-52 viability through 2040

B-2

For over 25 years, the B-2 has defended America as our most modern strategic deterrent. In each of our nation's last four armed conflicts, the B-2 has led the way in combat. This is a direct result of the outstanding Airmen who work to operate, maintain, and secure the aircraft. The B-2 is able to penetrate heavily defended enemy defenses and deliver a wide variety of nuclear and conventional weapons due to its long-range and stealth capability.

We will preserve and improve the B-2's capability to penetrate hostile airspace and hold any target at risk without subjecting the crew and aircraft to undetected threats. To do this, we secured JROC validation of the Defensive Management System-Modernization (DMS-M) Capabilities Development Document, which will allow the program to enter into the Engineering and Manufacturing Development phase to acquire a new system. This upgrade provides the B-2 aircrew with improved threat situational awareness and increased survivability by replacing the current DMS Threat Emitter Locator System and display system with modernized and sustainable systems capable of addressing advanced threats. This program will keep the B-2 viable in future anti-access environments. We also continue work on the Common Very Low Frequency Receiver (CVR) to permit aircrews to better receive strategic communication messages and the B-2 Flexible Strike Phase 1 that will allow for future weapon capability upgrades.

AFGSC continues to evolve B-2 conventional combat capability by fielding vital programs such as the Massive Ordnance Penetrator (MOP). Successful fielding of the 30,000-pound MOP bolstered our nation's ability to hold hardened, deeply buried targets at risk. Flight testing of the MOP completed successfully and AFGSC will become the lead command for MOP sustainment starting next fiscal year. Additionally, we are still prototyping and testing the MOP dolly and rail system. Once complete, we will move to production and the dolly and rail system will increase storage capacity and create more efficient handling of the MOP. We would like to thank Congress for your support on this critical program.

We are striving to maintain the proper balance of fleet sustainment efforts, testing, aircrew training, and combat readiness. The dynamics of a small fleet continue to challenge our sustainment efforts primarily due to vanishing vendors and diminishing sources of supply. Air

Force Materiel Command is working to ensure timely parts availability; however, many manufacturers do not see a strong business case in supplying parts for a small aircraft fleet. Problems with a single part can have a significant readiness impact on a small fleet that lacks the flexibility of a large force to absorb parts shortages and logistics delays.

Long Range Strike Bomber (LRS-B)

The combat edge our B-2 provides will be challenged by next generation air defenses and the proliferation of these advanced systems. The LRS-B program will extend American air dominance against next generation capabilities and advanced air defense environments. We continue to work closely with partners throughout the Air Force to develop the LRS-B and field a fleet of new dual-capable bombers; scheduled to become operational in the mid-2020s. Make no mistake – the LRS-B will be a nuclear bomber. However, the platform will not be delayed for use in a conventional capacity while it undergoes final nuclear certification. We request your support for this essential program to ensure we maintain the ability to hold any target on the globe at risk.

Air Launched Cruise Missile

The AGM-86B Air Launched Cruise Missile (ALCM) is an air-to-ground, winged, subsonic nuclear missile delivered by the B-52. It was fielded in the 1980s and is well beyond its originally designed 10-year service life. To ensure the B-52 remains a credible part of the triad, the ALCM requires Service Life Extension Programs (SLEP). These SLEPs require ongoing support and attention to ensure the ALCM will remain viable through 2030. Despite its age, last year we successfully conducted six flight test evaluations, and we plan seven this year to fully comply with USSTRATCOM directives.

Long Range Stand-Off Missile

The LRSO is the replacement for the aging ALCM, which will have significant capability gaps beginning late this decade and worsening through the next. Replacement of the ALCM was identified by OSD in a 2007 Program Decision Memorandum and reiterated in the 2010 Nuclear Posture Review, the Airborne Strategic Deterrence Capability Based Assessment, and the Initial Capability Document. In a similar manner to LRS-B, the LRSO is necessary to ensure we maintain a credible deterrent in the future with the ability to strike at targets from beyond contested airspace in anti-access and area denial environments. The LRSO will be compatible with the B-52, B-2, and the LRS-B platforms. The LRSO AoA is complete and JROC approved,

and in February of last year the Air Force Chief of Staff signed the Draft Capabilities Development Document. LRSO was selected by SAF/AQ as a pilot program for "Bending the Cost Curve" and "Owning the Technical Baseline," which are new acquisition initiatives and is currently planned for reaching Milestone A next fiscal year. We fully intend to develop a conventional version of the LRSO as a future spiral to the nuclear variant.

B61

The B61-12 Life Extension Program (LEP) will result in a smaller stockpile, reduced special nuclear material in the inventory, and improved B61 surety. AFGSC is the lead command for the B61-12 Tail Kit Assembly program, which is needed to meet USSTRATCOM requirements. The B61-12 Tail Kit Assembly program is in the Engineering and Manufacturing Development Phase 1 and is synchronized with NNSA efforts. The design and production processes are on schedule and within budget to meet the planned Fiscal Year 2020 First Production Unit date for the B61-12 Tail Kit Assembly, and support the lead time required for the March 2020 B61-12 all-up round. This joint AFGSC/NNSA endeavor allows for continued attainment of our strategic requirements and regional commitments.

Security

Nuclear security is a key function of the Command's mission. A major AFGSC initiative to ensure security continues to be the new Weapon Storage Facilities (WSF) which will consolidate nuclear maintenance, inspection, and storage. We have put forward a $1.3 billion program ($521 million across the FYDP) to replace all deficient buildings across our aging 1960's-era Weapon Storage Areas with a single modern and secure facility at each of our bases. This initiative eliminates security, design, and safety deficiencies and improves our maintenance processes. We have included $95 million in funding for the WSF at F. E. Warren AFB, WY, in this year's budget and the MILCON for the remaining facilities in future years. These facilities are needed to meet requirements for a safe, secure, and effective nuclear arsenal.

Through our continuing efforts to improve security and thanks to your strong support, we have completed the fast rising B-Plug system and the Remote Visual Assessment (RVA) system installation at all 450 LFs. These two programs better protect our nuclear weapons. The fast rising B-Plug enables our teams to secure the LFs quickly ensuring the weapons remain secure.

RVA enables our security forces members to have increased situational awareness as they determine response actions at a given LF.

Nuclear Command, Control, and Communications

The ability to receive Presidential orders and convert those orders into action for the required weapon system is both critical to performing the nuclear mission and foundational to an effective strategic deterrent. As the Air Force Nuclear Command, Control, and Communications (NC3) Chief Architect, AFGSC plays a pivotal role in providing reliable and survivable NC3 systems to support national objectives. Cryptographic modernization upgrades allowed Air Force nuclear operations to transition to more secure equipment and satellite communications networks. These transitioned networks greatly improved security of sensitive nuclear command and control message traffic. Our weapon systems are only as good as the NC3 that underpins them and therefore we have redoubled our efforts in this area. We recently held the first-ever NC3 General Officer Steering Group to address top sustainment and readiness concerns. Additionally, AFGSC has been named the lead command for Air Force NC3 issues. Consolidating NC3 authority within the service will enable us to better advocate for, support, and upgrade these critical systems. As the NC3 lead, AFGSC is participating in an Office of Secretary of Defense led 45-day study to analyze NC3 systems and future capabilities across the services. In addition, the Chief of Staff of the Air Force directed AFGSC to stand up a task force to develop an organizational construct to ensure AFGSC is resourced and has the appropriate authorities and command relationships to execute responsibilities as it assumes the newly designated role as the Air Force lead for the NC3 mission area. Efforts like this study combined with on-going and future upgrades to the NC3 systems will improve reliability and readiness of this critical capability across the DOD.

Global Aircrew Strategic Network Terminal

The Global Aircrew Strategic Network Terminal (ASNT) program will provide a fixed and transportable system of survivable NC3 Command Posts. These Command Posts support nuclear-tasked bomber, tanker, National Airborne Operations Center (NAOC), Take Charge and Move Out aircraft (TACAMO), reconnaissance forces, and nuclear reconstitution teams. Global ASNT is one part of the ground element of the larger Minimum Essential Emergency Communications Network. Global ASNT replaces degraded legacy NC3 systems in AFGSC,

Air Combat Command, Air Mobility Command, United States Air Forces Europe, Air National Guard, and Air Force Reserve Command thereby providing redundant strategic communications paths. Global ASNT recently moved into the Engineering and Manufacturing Development phase of the acquisition process and full operational capability is expected in 2020.

New Strategic Arms Reduction Treaty

New Strategic Arms Reduction Treaty (NST) implementation continues ahead of schedule. In the latest data exchange with the Russians, the United States government reported only 912 deployed and non-deployed strategic delivery vehicles, down from the 1,124 reported at entry into force in early 2011, and well on the way to the required 800 combined deployed and non-deployed strategic delivery vehicles. We completed all of our planned silo eliminations which included 50 Peacekeeper LFs, 50 Minuteman III LFs and 4 test LFs. With the last Peacekeeper LF elimination, Peacekeeper is no longer accountable under NST. We completed all de-MIRV (i.e., moving to a single reentry vehicle configuration) actions in May of last year. AFGSC plans to remove 50 MM III boosters from LFs across the missile fleet; the booster removals are scheduled to begin next month with nine boosters scheduled in Fiscal Year 2015. Additionally, we will reduce the number of dual-capable B-52H aircraft by converting 42 of them to a conventional-only configuration. Importantly, our B-52 fleet will maintain all of its conventional capability. The first B-52 conventional only conversion is scheduled for August of this year with an exhibition for Russian inspectors to immediately follow. All NST implementation actions are on time and within budget.

Nuclear Deterrence Operations Core Function

We continue to improve and strengthen the nuclear enterprise through our long-range planning efforts. One of the methods we use to inform our Nuclear Deterrence Operations long-range planning and investment strategy efforts is wargaming. Strategic Vigilance, AFGSC's biennial wargame, will be held this year and will build on previous scenarios to strengthen command innovation and preparation. These wargames help us anticipate future conventional and nuclear planning to further improve our strategic deterrence and assurance mission areas. Ultimately, this allows AFGSC to better organize, train, and equip our forces. Additionally, we

continue to observe other wargames and stay engaged with our partners in the other services to learn from their experiences.

2015 Focus Areas (Our Priorities)

Deter and Assure with a Safe, Secure, and Effective Nuclear Force

Nuclear weapons demand a culture where safety, security, and effectiveness permeate all aspects of this critical national mission to include our people who embody this special trust and responsibility through all facets of their profession. As the greatest Air Force in the world we will only remain dominant through their professionalism, dedication, and commitment to service – and living our Air Force core values. Although we will continue to be challenged with sustaining aging weapon systems, we will leverage the innovation of our great Airmen to get the most out of our resources.

Win the Fight

Whether that fight is in overseas contingencies where we have over 1,000 Airmen deployed, or with our over 900 member nuclear deterrent force deployed to the missile fields conducting a Combatant Commander assigned mission every day, we will forge ahead to keep both our nuclear and conventional forces combat ready.

Strengthen and Empower the Team

We will continue to improve the quality of life for our Airmen and their families, aware of the unique demands of our mission and our locations. We will continue to foster resiliency within a wingman culture, and we will improve education, training, and development at all levels. Furthermore, we will continue to strengthen, broaden, and deepen our culture around our command values of:

- Individual responsibility for mission success
- Critical self-assessment of our performance
- Uncompromising adherence to all directives
- Superior technical and weapon system expertise
- Persistent innovation at all levels
- Pride in our nuclear heritage and our mission
- Respect for the worth and dignity of every Airman
- Safety in all things large…and small

Shape the Future

We will stay focused on our human capital development and our weapon system modernization initiatives. Our responsive and resilient MM III, providing the foundation for strategic stability, must be sustained to 2030 until we are able to fully implement the Ground Based Strategic Deterrent weapon system. The B-52 will remain the nation's visible deterrent for the next 25 years at least, and will prove a versatile platform with unmatched battlefield persistence. The B-2 will be our strategic penetrating platform denying safe haven to any adversary. The dual-capable Long Range Strike Bomber will ensure we can continue to hold any target on the globe at risk. As our Air Launched Cruise Missile becomes obsolete and unsupportable, we will field a credible and flexible deterrent with the Long Range Stand-Off missile.

Uphold the Standard

We understand the importance of ensuring compliance at all levels through critical self-assessment of our performance. We have undergone a complete shift in our AF inspection system to continually assess and fix problems; we refuse to walk by any problem area. One of the ways we uphold our standards is through inspections. We continue to implement the new Air Force Inspection System and integrate our nuclear inspections with that system. The Commander's Inspection Program (CCIP) is monitored virtually by our command IG and validated by a Unit Effectiveness Inspection (UEI) Capstone event every two years. Going forward, we will continue to utilize our rigorous inspection process to ensure the highest of standards and determine areas of the mission that require improvement.

Conclusion

Thank you for your continued support of Air Force Global Strike Command and our nuclear deterrent and global strike missions. The President's 2015 National Security Strategy is clear: "As long as nuclear weapons exist, the United States must invest the resources necessary to maintain—without testing—a safe, secure, and effective nuclear deterrent that preserves strategic stability." To that end, our enduring challenges in AFGSC are: first, to instill a culture where every Airman understands the special trust and responsibility of nuclear weapons; second, to maintain excellence in our conventional forces; third, to sustain the current force while

modernizing for the future; and fourth, to solidify and sustain a culture where our Airmen are proud to serve in and embrace the great importance of the deterrent mission.

Fiscal constraints, while posing planning challenges, do not alter the national security landscape or the intent of competitors and adversaries, nor do they diminish the enduring value of long range, strategic forces to our nation. Although we account for less than one percent of the DOD budget, AFGSC nuclear forces represent two-thirds of the nation's nuclear triad and play a critical role in ensuring U.S. national security, while AFGSC conventional forces provide joint commanders rapid global combat airpower. AFGSC will continue to seek innovative, cost-saving measures to ensure our weapon systems are operating as efficiently as possible. Modernization of the nuclear enterprise, however, is mandatory. AFGSC is operating B-52s built in the 1960s with equipment designed in the 1950s; our ICBMs are operating with 1960s infrastructure; and utilizing 1960s era weapon storage areas. We cannot afford to delay modernization initiatives across the two legs of the nation's nuclear triad.

It is my absolute privilege to lead this elite team empowered with special trust and responsibility, and I can assure you that we at Air Force Global Strike Command will meet our challenges head-on in order to provide our nation with safe, secure, and effective forces for nuclear deterrence and global strike operations.