AFA Global Warfare Symposium Remarks
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LIEUTENANT GENERAL JAMES M. KOWALSKI

INTRODUCTION

Thank you, Gen Dunn, for the kind introduction. I've enjoyed the last couple days—listening to the presentations, seeing old friends, and sharing time with people committed to a strong Air Force.

As you know, the paint is barely dry on our signs at Air Force Global Strike Command. Our first year was a parallel effort to stand up a Lead MAJCOM HQ while overseeing current ops and putting the steps in-place to reinvigorate the nuclear enterprise. Lieutenant General Klotz was a regular at these Air Force Association events and he would give status reports on how the Air Force's newest major command was progressing through its stand-up. It is humbling to try to fill his shoes—he spoke several languages, I barely speak English….he served on the National Security Council and is a member of the Council of Foreign Relations…I'm a member of AMVETS Post 1983 in Hamilton Ohio ….but I do have his phone number and, more importantly, the great team he assembled during his tenure.

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Gen Klotz laid a sound foundation--in less than 14 months, the men and women of Global Strike Command were able to grow the headquarters from a plan to full operational capability. A command entrusted with the safe, secure, and effective operation of the Nation's most powerful weapons. A Command responsible for two thirds of our Nation's strategic nuclear triad. A Command providing combat ready forces to our Combatant Commanders every day.

What I'd like to share with you now is the message I've taken to our Airmen during my initial round of base visits, focusing on three central challenges we face the next few years.

The first challenge is to consolidate the gains we have made across the nuclear enterprise. We have put into place an organization structure, battle rhythms, metrics, reviews, and HQ visit schedules to drive and reward behaviors. Behaviors consistent with our values of responsibility, critical self-assessment, compliance, discipline and pride in our long range strike heritage. We've made progress…but we recognize we're not going to change a culture over the span of a couple years…culture is a product of behavior over time…from the top down we have to demonstrate and demand the values we expect…and stay focused on actions and results.

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Our airmen will take the right action and give the results, but in turn they expect two things from us—clear guidance on what they should do, and the assurance that what they do is important. To help our unit commanders provide that clarity, we executed a year-long review of our Design Operational Capability, or DOC statements, for every unit in the command. We made sure that what our units do, and what we measured for readiness, were clearly linked to the combat power or combat support the Joint warfighter wants from us. We're also bringing back, or in some cases creating, clear and simple performance metrics so that over any given period of time, our airmen know how they did and we can engage quickly to fix problems.

Before our airmen can take the right actions to get the right results, we've got to give them the right training. Big Air Force is good at the basics, but each MAJCOM has a need for tailored training. We've put together a number of programs to provide that next level of training to include a mandatory Intelligence Formal Training Unit to help our unit intel teams support the nuclear and global strike mission. We will host five courses in FY11 and will train approximately 100 nuclear intelligence professionals that understand the daily deterrence mission. For our security forces and convoy

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drivers we conduct graduate level training at Camp Guernsey in Wyoming and expect to expand our investment there over the next few years.

We've also pursued a number of discrete initiatives consistent with strengthening the nuclear enterprise. We now provide the single Response Task Force for any Air Force nuclear incident in the CONUS. We've been aggressive in training and will participate in our first full scale national response exercise in May of next year.

Another initiative is the revitalized the Nuclear Weapons Stakeholder Partnership Meeting. This semi-annual meeting is the framework for discussion on specific nuclear weapon issues and provides a forum for building relationships and trust between organizations from the Air Force, Navy, STRATCOM, DTRA, DOE, as well as the National Labs. We look forward to our next meeting at Barksdale Air Force Base this April.

One very visible initiative reaches back to our heritage—the legacy of competition many of us remember as Bomb Comp, Olympic Arena, or Gunsmoke. Our combined annual competition is now called the Global Strike Challenge. This competition and Symposium ties us back to our Strategic Air Command roots—even the names on the trophies remind us of our long

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range strike pioneers— Mitchell, LeMay, Eaker, Blanchard, and Fairchild. When Gen Klotz proposed a command-wide competition in our first year I was hesitant—most of our staff had not yet arrived and I wasn't sure we could support such a large event, nor was I confident the wings had the energy left for the effort…and I was absolutely wrong. The staff dug deep and worked long hours, and the wing teams pulled out all the stops. Some of you were there at the symposium and score posting and can attest to the level of energy and enthusiasm—and the confidence it gives us we're on the right track when you see so many young motivated airmen whoopin and hollerin' and flat-out being excited about their mission. Those airmen not only left Hoban Hall enthused, they were converts…and they KNEW that what they did every day was important. On every base visit, I get at least a couple of airmen who want to tell me about Global Strike Challenge, about how much they learned, and how they want it to continue. It will. We look forward to the 2011 Challenge and Symposium and we thank the partners who supported us so strongly in 2010.

The bottom-line is we recognize and embrace the special trust and responsibility of nuclear weapons, and we will forge a culture that never forgets that.

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Our second challenge is to continue to achieve enduring cultural change in our nuclear enterprise while also aggressively supporting the current conventional fight. Having both a nuclear and conventional mission is not something new for our nuclear bomber units. During the Cold War, nuclear capable bombers participated in numerous conventional operations from Korea through Vietnam. During the Cold War conventional employment of bombers was seen as a distraction from the core mission of nuclear deterrence—but since the end of the Cold War, conventional operations have been the *other* core mission for our bombers.

Since the fall of the Berlin Wall, our nuclear capable bombers have been to war in DESERT STORM, DESERT STRIKE, ALLIED FORCE, SOUTHERN WATCH, ENDURING FREEDOM, and IRAQI FREEDOM. They've employed everything from dumb bombs and CBUs to CALCMs and JDAMs. Tomorrow night you'll formally recognize some of the participants from a classified mission commonly known as SECRET SQUIRREL—their B-52s were the first combat aircraft to launch for DESERT STORM. They flew a 35 and a half hour round trip to Iraq to release CALCMs.

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Today our B-52s and B-2s rotate to Guam to provide a continuous long range strike presence to the PACOM commander.

For over 60 years, Air Force bombers have been tasked for both nuclear and conventional operations. But striking the proper balance has been and remains a challenge. We probably didn't get the balance right going into Korea or Vietnam when our nuclear emphasis may have cost opportunities and lives, neither did we get it right after the Cold War when a conventionally-focused climate resulted in the unauthorized movement of nuclear weapons.

When we look at the conventional mission today, we find ourselves involved in a very different undertaking than in the past. Both in the level of support to the joint fight at the low end of the spectrum, and the greater role of conventional capabilities at the strategic level. We're currently engaged in the longest war in our history, and the Air Force has been supporting combat operations in this AOR for almost 20 years. Learning from our success in Desert Storm, our conventional capabilities have exponentially increased in the areas of stealth, precision, integration, and battlespace awareness. The effects we could now achieve with conventional munitions led to their

incorporation into the New TRIAD, a concept of deterrence that does not rely solely on Nuclear forces.

The third challenge is how we do we sustain and enhance our current force while preparing to meet the challenges of the future. The average age of our command's four major weapon systems is over 40 years old, and this includes our "new" 22 year old B-2s.

The Minuteman III ICBM has been congressionally mandated to be in service until 2030. We're in a modernization program to reach 2020, and with AFMC are exploring what we need to reach 2030. The ICBM facilities and are going to be a major focus of this effort. Since 1962 the Minuteman "family" has been updated from the MMI, to the MMII, to the MMIII, not to include all the upgrades and modifications that those models received, but the infrastructure is still early 1960s era equipment and we'll have to scope our reviews to include this critical element of the weapon system.

Our B-52s are projected to be in use until 2040. That would make the B-52 about 80 years old—to give you some perspective, if we went back in time 80 years Charles Lindbergh would be making the world's 1st solo crossing of the Atlantic in the "Spirit of St. Louis." Now the B-52 is an amazing aircraft, but

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we're going to need to manage its sustainment and modernization closely to keep it effective. In the near-term, the B-52 needs upgrades to its anti-skid system, it needs airspace access upgrades such as Mode 5, and it will need a new radar.

Our B-2s provide full spectrum force application, but we must continue to modernize. The Defensive Management System is critical to hold at risk those targets that are most dear to our adversaries. We also have to meet the national requirements for nuclear command and control—the program of record is the Extremely High Frequency (EHF) SATCOM and this upgrade not only meets the nuclear requirements, it can provide wideband "net-ready" beyond-line-of-site connectivity for full spectrum ops

Our UH-1(Huey) Helicopter has served the Air Force well since 1970, primarily in provide missile field support. However, the mission requirements changed in the late 1990's, and again after the terrorist attacks on 9/11. The Huey's primary role now is ensuring we provide robust and agile forces for our convoys and missile field security. We have to be able to respond quickly, with a sizeable force to any of our missile silos—but with our current fleet, we would fail. The Huey does not meet any of our missile field security requirements for range, speed, and capacity. The risk we assume

with this platform is unacceptable and the need for a replacement is both urgent and compelling. We need the Common Vertical Lift Support Platform (CVLSP) to ensure the safety and security of our missile field operations and to meet the continuity of operations and government mission for the National Capital Region.

We will be strong advocates and partners in the development of the Long Range Strike Family of Systems. This family of systems will continue to provide a visible deterrent and global strike well into the future. In recent speeches, both Secretary Gates and Secretary Donley made a commitment to a new nuclear capable, long range penetrating bomber. We also know that over the next couple of years the Air Force we will need to begin the intellectual heavy lifting for the next generation of land-based missiles.

So how do we find the resources to sustain and modernize while making the transition to advanced systems for future threats? Secretary Gates has directed a thorough and vigorous scrub of our military's bureaucratic structures, business practices, modernization programs, civilian and military personnel levels, and associated overhead costs. The AF's own efficiencies effort identified $34 billion across the FYDP.

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Within our command we don't have the ability to find efficiencies on the scale the Department needs. While we clearly have a responsibility to be good stewards of our resources, we also have a responsibility for military effectiveness. To achieve both efficiency and effectiveness requires a level of operational innovation the Air Force has not been able to consistently achieve and sustain. This needs to be our wake up call, an opportunity to achieve not just efficiency targets so we can survive the next few budget cycles, but to institutionalize the processes, education, and mindset so we encourage and reward productivity. Draw upon the innovation and energy of our young Airmen to not just find the "cheaper", but also get to the "faster and better".

Our goal will be a culture that consistently encourages innovation. We want Airmen for whom productivity improvements are second nature, and they deserve a command structure that allows their ideas to be raised, vetted, and if they're good, implemented. If they're not used, then they get that feedback along with an explanation, thanks and encouragement.

We have to be productive in ways we have not been the past. And we are going to have to do all of this while we stay focused on the daily execution of our missions.

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So to summarize our challenges: we've got to consolidate our gains and forge a culture that recognizes the special trust and responsibility of nuclear weapons. We've got to do that while aggressively supporting the current fight, and we've got to sustain and enhance the current force while meeting the challenges of the future.

In December of 2008, Secretary Gates visited the airmen at Minot Air Force Base and he told them "Handling nuclear weapons, the most powerful and destructive instruments in the arsenal of freedom, is a tremendous responsibility. We owe you the attention, the people and the resources you need to do the job right. Yours is the most sensitive mission in the entire United States military."

We have been singularly focused on getting our units the attention, people and resources they need. They have made great strides and I think *they* have restored confidence in the Air Force's execution of this mission.

Once again, many thanks for inviting me to be with you today. It has been a privilege to be here and to represent the airmen of Global Strike Command.