



THE SECRETARY OF THE AIR FORCE
CHIEF OF STAFF, UNITED STATES AIR FORCE
WASHINGTON DC



MAR 23 2011

To the Airmen Performing Nuclear Deterrence Operations for the United States Air Force:

In June 2008, we set out to reinvigorate the nuclear enterprise. Today, we are continuing to strengthen our ongoing efforts. You should be proud that your professionalism and hard work have produced such positive change.

The journey began by organizing for success. The creation of Air Force Global Strike Command, the Air Force Nuclear Weapons Center, and a dedicated Air Force directorate resulted in more effective leadership, accountability, advocacy, and better support for the entire nuclear mission. These were significant improvements, but it was you, the Airmen in the field, who brought about the meaningful achievements where the mission actually occurs.

The independent assessment of the nuclear enterprise, recently completed by the Defense Science Board Task Force, praised the steps taken to date. It also reminded us that much work remains, particularly to address the challenge of fielding fixes expeditiously. Each nuclear MAJCOM commander and headquarters functional lead is committed to this effort, and we are making important improvements. For example, ICBM re-entry system test cables are making their way to missile maintainers; weapons maintenance truck availability rates are improving; and bomber crew chief manning is on the rise. We will continue to rely on your expertise, dedication, and professionalism in helping to provide an enduring and credible nuclear deterrent for our Nation.

Know that your sharp focus on excellence and unwavering adherence to precision and reliability are providing tangible results and making a difference. We thank you for your service.

Handwritten signature of Michael B. Donley in black ink.

Michael B. Donley
Secretary of the Air Force

Handwritten signature of Norton A. Schwartz in black ink.

Norton A. Schwartz
General, USAF
Chief of Staff