



Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Well, thank you so very much. Most of us know that you start every good briefing in our joint fight with a good threat briefing, and that's what you're going to see today. A great threat briefing. The title of this session titled, Global Threats and Opportunities. It's an honor to be the moderator today. Well, as we know, our world faces unprecedented threats. China in the Pacific is building up a vast military force. Russia's war on Ukraine has put Europe on a war footing. For the first time in a generation, we could find ourselves at any moment, at any moment in conflict with a peer or near peer competitor.

Recently, Secretary Kendall has been asking the question, are we ready? And he's been answering by saying not as ready as we need to be. Well, we could not assemble a better group of experts than those with us today on this stage. Dr. Chris Scolese, the Director of the National Reconnaissance Office, Lieutenant General Dan Caine, Associate Director for Military Affairs at the Central Intelligence Agency, Vice Admiral Trey Whitworth, Director, National Geospatial Intelligence Agency, and Major General Greg Gagnon, Deputy Chief of Space Operations for Intelligence.

Gentlemen, we'd like to give you our audience the time for two or three minutes starting with Chris and going down the line to talk about and analyze the thread a bit from your perspective. So please, Chris, and again, thank you all for being here.

Dr. Christopher Scolese:

Well, thank you for inviting us. It's a privilege to be here with my colleagues from agencies that we work so closely together with. And to me that's one of our great strengths is we have outstanding partnerships inside the government with the three other folks here and as well as internationally and with our commercial partners. And I think that's what gives us an incredible force multiplier that other nations don't have. Thinking about the threat, the NRO has been around for 60-plus years now, and in most of those years, we have clearly been the dominant power in space with technology and capability. Recently, China in particular has become a very big competitor. They're developing not only space weapons that can help them, they believe, limit our ability to operate in space. They also have ground-based capabilities to do it. And technologically, they have watched what we have done in the past, they've learned from it, and they've proven to be a technological competitor.

I believe that we're by demonstrating not only with our partnerships, but with our relationships with our international partners and commercial that we are moving faster and therefore we're staying ahead of China. But it's going to be a challenge as we go off and do it. Russia has mostly focused on denying our ability to operate in space, and the threat is not only in space, it's also in the cyberspace that we have to go off and deal with. So I see that as the threat, but as one example of a partnership and introducing a new capability that's recent, just this past Sunday, Space Force and the NRO collaborated to launch Silent Barker, a mission to go off and put a system of satellites in the Geo Belt where we can go off and observe what's going on there to see if there are activities that we should be concerned about. And then be prepared to be able to take action should we see something that's untoward. So I think that kind of covers the threat environment that we're dealing with. And I'll turn it back over to you Orville.

Lt. Gen. Dan Caine:

Well, thanks first of all for having us. I don't think in all my time coming to AFA, we've ever had a panel with this lineup. So thanks to AFA and all the public affairs officers that figured out how to do this. I was struck by a Churchill quote or something similar to a Churchill quote, "Never in the history of humankind have so many heard so little from so few." So we'll work through it. But I think at our place, at CIA, we really look at three policy terrain features that we're working through. Strategic competition from a



rising and very ambitious China, a declining Russia that is committed in Ukraine, and that competition is one that we can't just compete in, but we have to win.

We also have a concept called problems without passports that are going to continue to trouble us. Things like global pandemics and climate.

And also the third terrain feature is this evolution at exponential speed in technology.

So first on Russia, we're 564 days in, and when we look at acute security problems at CIA, Russia is our acute and immediate security problem. Putin's war has been a strategic failure for him. He's become a JV junior varsity partner to China, but he remains committed and that causes strategic challenges for us and for our NATO allies. But the problem that we're facing that is more formidable and more long range is China, China, China. And there's no doubt at our place that the director has committed towards that being our number one challenge as our pacing threat. And it's not the rise of China that is concerning. In fact, the United States and the world wants a strong economic partner in China. It's what they're doing with that power that is most concerning. It's the way that they're using that power. Xi's third term, more powerful now than any prior leader, including Mao, and has really deliberate intent to reshape the global international system that is very, very challenging.

And at CIA, we don't only watch what leaders say, but we watch more importantly what they do. And there's no doubt that Xi is ever committed to repressing his own people. He's demonstrating stronger and stronger commitment abroad in his no limits partnership with Putin to his threats in every domain: diplomatic, economic, informational. And we cannot ignore these things. We have to hear what he's saying and realizing that he's got a track record of saying and doing the same things. There's no say do gap in many ways for Xi Jinping.

Problems without passports are not going away. We're going to face global health crises and climate for many, many years to come, but it's technology and the exponential velocity of those scale and technology that's going to be concerning. Just November of last year ChatGPT and LLMs were launched and we've seen those capabilities move at unprecedented rates to the point where now they're doing amazing things in war fighting domains and other technology spaces. And when you get into bio and bio threats, it becomes really, really concerning. But with these challenges, there's opportunity and that's where the relationship between CIA, the IC, the Air Force, the Space Force and our coalition partners is more important now than ever. Thank you.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Thank you sir. Admiral Whitworth.

Vice Adm. Frank "Trey" Whitworth:

Hey Orville, and thank you and good to see you, the upcoming Chief of Staff of the Air Force, General Brown. Good to see you, sir and all the teammates. Over the course of 34 years of targeting, I feel like I'm amongst a lot of friends, people that have been fighting alongside for some time, and so it's appropriate to be speaking on behalf of the 14,500 people of NGA. I'm going to take just about 30 seconds to talk about NGA because we're kind of the quiet agency sometimes and some people don't know enough about it. So of those 14,500, we've got about 9,000 work here in the capital area, in Fort Belvoir area. We've got about 500 are in Denver, very shared relationship, especially with the Space Force and some space missions. And then we've got 3,500 who are in St. Louis, which is largely about a navigation mission and understanding the Earth and the Earth's dynamics and some very important things related to precision and accuracy. And then we've got a swing arm of about 1,500 to 2,000 across all those COCOMs.



So when we're talking about the pacing challenge of China, and we're talking about the acute threat of Russia, make no mistake that listening and being present with those COCOMs, hearing what they need in the way of collection, what they need in the way of exploitation. That's the swing arm truly of a combat support agency. And it's a real privilege for NGA to be both a member of the IC, intelligence community as an agency and reporting to the Director of National Intelligence and also to be a combat support agency. And make a mistake, as a uniform member of DOD I ask our team every single day, "What does that COCOM need? What are they asking for? What does the Secretary of Defense and the Chairman need?" So this is a very, I would say, important arrangement that we have to have, both combat support agency and intelligence agency status.

Looking at Russia and China, we're in a very dynamic situation that involves looking at all domains, maritime, land, and space, cyber. Of course, every domain that exists, we have a role. But it occurred to me as we took on this challenge of identifying ourselves and our motto as to how we communicate with America, that our motto gave the impression that we were only looking down at the rock, looking down at the Earth. It used to say, "Know the Earth, show the wave, and then understand the world." And we said, "We need to basically say something like this. Know the world, show the way, which is the navigational mission from seabed to space," meaning these challenges, these threats can affect an American way of life, both on the seabed, all the way up into space. And identifying behaviors that are not consistent with international norms is going to be part of what we do at all times in every one of those domains.

So that swing arm, again that the combatant commands becomes so important to ensure that we're not just looking down at the Earth, we're also looking up with the help of people on this stage and their agencies and their forces.

I would offer that domain awareness is a big part of what we do. We share that responsibility with a lot of others in the intelligence world, but in terms of physical presence and the form factor itself and using one's eyes to actually say that exists and I'm going to positively identify that particular form factor at that place and time. That's our responsibility. We're the functional manager for GON, and that's the essence of the visual domain. It also involves some things that are not necessarily in the visual domain, maybe in the spectral domain, and those are really, really advanced capabilities that are only getting better and better.

On targeting and a place that I am very comfortable, a lot of people will offer that if we're going to compete and or win, we need to ensure that we fight and fix. But I'm going to tell you that in the laws of armed conflict, there's also this thing called distinguish. So we all understand necessity well, we all understand proportionality well, we all understand humanity. But this thing of distinction, this agency that I'm leading right now is the vanguard of distinction. We yield more positive identifications of things and behaviors and objects on this Earth than any other agency in the world, and we take that very seriously. So being the vanguard of distinction is really important.

And then finally, how to confront and ensure that we innovate. It was a smart decision by the Undersecretary of Defense for Intelligence and Security to ask us to take the lead of Maven for AI and ML integration. This isn't a threat, this is a challenge. A challenge that we have would be the deluge of data that's coming. There's a huge constellation already and it's getting larger. The number of terabytes coming from space are going to be in a way potentially overwhelming, and we need to make sure that we can be triaging ourselves and queuing ourselves to look at the right things at the right time. And so it makes sense that integrating people who make structured observations and are trained to help train that machine ultimately to yield artificial intelligence, to help us make the right choices to what we're going to collect on and what we're going to exploit. This is a really exciting start to Maven and it's going quite well, and we'll talk more about that if we talk about JAD2C. Thanks.



Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Thanks sir. General Gagnon.

Maj. Gen. Gregory Gagnon:

Hey, good morning. I'd give you my threat briefing, but I think the SEC AFT did a fantastic job yesterday covering that. China, China, China, but not just saying it three times. Also talking about why it matters, how it matters, and how they've changed conflict dynamics as we move ahead. The threat to space is a threat from China into space to the capabilities represented by this panel, but it's also a threat from space. Last year, the PLA and China were successful in putting almost 200 satellites up into orbit. In 2014, they put 26. Of those 200 satellites, over half of them are remote sensing satellites, to see and sense not just inside China, but the Indo-Pacific region and the world. In fact, China's overhead right now downlinking data to Beijing, Xi'An and other command centers to understand where the Joint Force is, what the Joint Force is doing, and what the closing time for the Joint Force will be into the Western Pacific. Our monopoly on space superiority is over unless we earn it.

You heard about the new mission statement of the United States Space Force this morning. Secure our national interests in, from and through space. Space superiority is more than a Space Force objective. It's the Joint Force's objective because space superiority unlocks the Air Force, it allows it to power project with great precision, it allows it to find mobile targets on the other side of the planet. And air and space power combined empower maneuver warfare. We know that. We teach ourselves that. We practice that. As we move forward, the adversary knows what our special sauce is. Our special sauce is teamworking. It's taking an \$800 billion defense budget, adding it to a over \$60 billion national intelligence budget and making the Joint Force and our whole of government more successful. That teamwork is why we succeed. That teamwork as well as our high value of human capital. American Soldiers, Sailors, Airmen, Marines, and Guardians and our IC professionals are top of class. They're not conscripted. They come and choose to serve, they come motivated, and that's what makes us the best. So I'm going to look forward to the panel for the next 23 minutes. Over to you.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Thanks Greg. And back to Dr. Scolese, the National Reconnaissance Office has been leveraging space for many, many years, decades to enhance America's national security. In fact, 60 years. You have come a long way since the days of film drops from satellites, and there's an incredible Air Force heritage story there on how that mission in a very classified way was accomplished. But today, as NROs work, your incredible leadership across Westfields continues to evolve. Could you talk just for a few minutes about how you have directly increased your capabilities to turn every threat into a target and support the joint fight?

Dr. Christopher Scolese:

Certainly. That's a mission that as you said, we've been doing for 60 years. About, well, several years ago I think we all realized that everybody needs information faster. The NRO has been delivering that for the last 60 years, but of course it went from film canister drops that took months to now minutes in some cases. But more importantly, people wanted even faster than that. They want it at the pace of conflict, at the pace of knowledge and understanding. So we began to change our architecture to go off and deal with that, and it is kind of in a couple of different ways. I would say three.

One, we had to increase our capability. What is it that we're looking at so that we can provide the information that NSA, NSA and CIA and all of the Space Force, the military that everybody can use to



deny their ability to hide things, which means we have to improve our technologies and improve our phenomenology so that we can go off and do that.

We have to improve our ability to collect data and deliver it faster. That results in proliferation, and we're beginning to proliferate that architecture really today. But in earnest, beginning next year, you're going to see a much more proliferated architecture.

At the same time, we have to go off and make sure that our system is resilient. It has to be there when people need it, which means it has to be there in conflict. Proliferation certainly helps. There's no question about that. It makes it much harder to take out one or two satellites and then impact the ability to collect information. But we also have to harden our systems on the ground as well as in space, which means we have to redouble our efforts at cybersecurity. We have to make sure our infrastructure is resilient not only to attack, but to single point failures that could bring down a whole constellation of activities. So we're seeing that.

And to come along with capability resilience and revisit time, if you will, is our partnerships, all about what we're talking about here, how can we rely on each other in order to get a force multiplier? And we're doing that each and every day, but it goes beyond that even. Commercial is now playing an extremely important role in what we do. It has actually taken over part of our mission and allowed us to focus the exquisite capabilities on those things that are needed, that need that kind of a capability. Our international partnerships are just an exponential capability that allows us to improve in all three of those areas. So I would say Orville, those are the areas where we're really adapting more than changing to deal with the threat of today and into the future.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Thanks, sir. And to General Caine. Sir, you have significant operational experience as an F16 pilot commander as well as in the intelligence community. So you've been both a consumer and a creator of intelligence products. How has your perspective changed in your time at CIA and how does the global threat picture contribute to Air Force readiness, planning for agile combat employment, and certainly alignment with Secretary Kendall's operational imperatives?

Lt. Gen. Dan Caine:

Well, thanks. I don't know how much intelligence I've ever created personally, but I'm lucky enough to serve around a lot of people that do great things. My time at CIA has really more than anything confirmed a few things for me. And the first and probably most important thing is the need for a sense of urgency. Really, it comes down to for all the sisters and brothers and Guardians and Airmen and coalition and joint partners in the room right now. If not now, then when? And if not us, then who? There is nobody else that's going to solve these difficult challenges that we're facing and we've got to get after it. And the senior leaders in the department and in the IC and the Interagency owe all of these Airmen and Guardians and joint coalition partners the resources to get after it.

When I look at the things that the Secretary has laid out, the CSO and the Chief across the continuum of efforts, I think we're headed in the right direction. And when I look at the things that are being discussed, the Secretary's commentary yesterday, I'm encouraged that at least the IC's getting after the right things to inform risk holders at the point that they're contemplating strategies, plans and activities, not at the point of crisis or conflict. And at least at CIA, that's what we really owe the Joint Force and policymakers across the continuum. But I do want to add one other thing to my perspective, and that's the same thing that Greg mentioned. Man, our people are the best in the world. If you take an agency officer, pair them up with a Guardian and an Airman, give them the resources, give them all that you



can, but turn them loose, they're going to go get after it. They're going to move towards the problem. And that after looking at all the intelligence that I see, that is America's exclusivity.

It is our people in the Joint Force. It is our allies and partners in this room, many of which we've served and fought with for two decades plus that are going to make the difference. And that's really what's become clear in my perspective. It's about a sense of urgency, it's about giving our folks the resources and unlocking them to go get after it. When I look at ACE, AMC's efforts to do maneuver warfare, all the things that are going from the glass doors in the Pentagon out to finance at the farthest away base, it's that spirit of innovation and that can-do attitude that I think is going to really make the difference and really in particularly our NCO core. The Chinese have no NCO core like we do, and the senior NCOs that walk these flight lines and walk in space operation centers around the world are fantastic and make all the difference for us.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Thanks, sir. Admiral Whitworth, NGA and NRO increasingly leverage commercial space to compliment government owned satellites. We'd appreciate your perspective on how the proliferation of commercial sensors have enhanced your capabilities and intelligence products and then certainly what threats and risks must be mitigated as you rely more and more on commercial satellite capability.

Vice Adm. Frank "Trey" Whitworth:

Thanks for the question. First off, General Brown, sorry sir, I got tongue-tied. Sorry. You're the outbound Chief of Staff of the Air Force. And on behalf, I'll just tell you as the former J2 for the Chairman for 37 months, Joint Force looks forward to this and we congratulate you on your nomination. So sorry, I got tongue-tied there. So sir, on the commercial piece, this is a really important question. It's a great opportunity and I think that it's drawn the NRO and NGH really close together. We have a saying, at least there was a mentor of mine in this business who said, "I just want it all." I just want all the collect that there is and we'll never turn it down. And I think the commercial question goes very much to that philosophy. If there's something that can contribute to knowledge and understanding, we are going to want that. And so the more we get the better.

In this case, some of the unsung stories of commercial collect involve things that aren't necessarily about breaking things or identifying things, precision engagement, et cetera. Some of the unsung stories are about the navigation mission frankly. We use a lot of commercial data to ensure that planes can fly places without hitting an object that's 300 feet or higher. That's a responsibility that we have. The flip charts that we do largely are based on a lot of commercial data, and so I don't want to cite that as being a menial task. There are 300 people in St. Louis who do that with commercial data.

But obviously there are tasks that come with that much data that comes with the commercial sourcing that involves this deluge that I spoke to before, and ensuring that you can put the pieces of the puzzle together from a collection perspective isn't in itself a profession. A lot of people don't know that we have something called collection orchestration, and we have people because they are co-located with the exploiters, they actually put the pieces of the puzzle together, and that includes the commercial availability of data and images. And so that is something that we're very proud of but are constantly getting better at. And I think that the advent of AI and ML will help in that regard as well.

Then there's this, you mentioned risks and mitigations thereof. So this comes back to a theme that we've been hearing from all of our friends up here and partners, and that is the way that we get together. So between US Space Comm, NRO and NGA, we've actually put together an agreement that is a tri-agency agreement where we're going to share data very quickly on any sort of threats that would affect NRO contracted commercial vehicles. And we've already had the opportunity to make sure that



that's alive and well. There've been some real world issues that have actually allowed us to test that particular agreement to the positive.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Thanks, sir.

Maj. Gen. Gregory Gagnon:

It's not well understood, but there's some significant US tax dollars that are going towards bringing commercial imagery into the executive branch and the whole of government. I think it was either CRS or GAO did a study last year that said it was over \$400 million per year executed on behalf of the US government in order to bring those great capabilities that we see in the other room to bear for the war fighters regardless of where they are. So there's a lot of activity. And in that study, they were very clear that it was being done in a way that was not duplicative and it was value added, and that was an important conclusion out of that study.

A second part of commercial that's very exciting to me is the new licensing that's being done, say from Maxar, that allows Maxar, which we all know look down, they can also look laterally in space. That's called non-Earth imaging. That's an important new capability for us as we think about the space domain and maintaining not just track, but also working to build custody, watching things move over time and in space. And through the great partnership that Dr. Scolese talked about at the beginning, Silent Barker is helping us grow better, grow faster, and as of a few days ago, grow stronger in our ability to find, fix and track for custody purposes for the space domain.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Thanks, Greg. Could you build on, and then I'd like to come back to Chris, Scolese and to Dan, but could you build a bit on and reinforce for the audience and if you would, the international, if not the adversary audience, what you're talking about is a much expanded capability to hold targets at risk? And while we talk about space-based GMTI and AMTI capabilities, a lot of people don't understand those acronyms. But I think you can translate that for the audience like no one else into a target rich environment, a PLA that really offers your teams a target rich environment holding targets at risk. And so if you could expand on that just a bit, and by the way, I would offer that Guardians and Airmen are now the ultimate shooters as they're out there at the leading edge of the fight, again, ensuring a strong message of deterrence and the ability to decisively fight and win. So if you could build on that a bit and then we'll come back to Mr. Scolese, to Chris and to Dan please.

Maj. Gen. Gregory Gagnon:

So we've often discussed the changes, and the SECAF did this yesterday in the PLA, the establishment of the PLA's strategic support force, the decrement of ground forces inside the PLA so that they could infuse extra Airmen and sailors into their navy and into their air force and into their strategic rocket force. But inside that construct, what the PLA was designing its joint force to do was to transition from being inward looking and defensive to power projecting. And we see the manifestation of that power projection today when they try to coerce our allies and partners in the Western Pacific. You see that when they conduct air and UAV operations around Taiwan or even east of Taiwan. You see that power projection when they move surface combatants to the east side of Taiwan, in effect rehearsing full envelopment.

But what you don't see is how they link their space assets into that. The significant growth of on orbit capabilities of the PLA now allow them to see much further with greater precision at in day and at night



and through all weather. They now have capabilities that 10 to 15 years ago only we had, and they're able to connect that to C2 command and control centers, but also to weapons. They have extended their weapons engagement zone. This is a profound shift in the operational problem that we face in the Western Pacific.

They have a commercial sector as well. Their commercial sector is nowhere near as effective or innovative as the US commercial sector. The US commercial sector leads the world. The US commercial sector, whether it's launch on orbit sensing or communications, is the key enabler of our strength. For example, one of the key things the Space Force needed to do was build the range of the future. About three years ago at this forum, CSO number one, when we were just born, talked about we need a range of the future. We need to be able to allow US commercial to get to space faster with greater frequency. Since 2019, we've changed procedures, equipment, allowed autonomous launch and destruction, protected the environment, and we've tripled launch in the United States, tripled the frequency of launch in the United States since 2019. So the range of the future we talked about just in 2019 when we stood up the Space Force is the range of today. So it's important to understand that the pacing challenge is running fast, but so is your Space force.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Thanks, Craig. To wrap up a bit, there's history out there, especially if you're as old as I am, that Title 10 and Title 50 authorities can be fractional. This is an opportunity, I think, especially for Chris and to Dan to update the world. You all have done such great work to get well past the aged friction of Title 10 and Title 50 and work together again to turn every threat into a target. So if the two of you might expand just a bit on that, almost a Title 60 sort of view of how, again, in the demands of targeting that we see that the Chinese have given us and the opportunities for targeting that the Chinese have given us. If you could close us out here in that context, I think it'd be terrific. Please, Chris.

Dr. Christopher Scolese:

Yeah, we've existed, the NRO has existed in Title 10 and Title 50 for its entirety as probably most of the organizations, all of the organizations sitting up here have. And from the perspective of NRO, we provide overhead ISR, that's our job. Intelligence information, what we collect doesn't belong to the intelligence community, it doesn't belong to the DOD, it belongs to all of us and we need to deliver that information at the pace at which the community needs it and that pace is increasing evermore.

The things that are allowing us to deliver that data faster are clearly technology, it's clearly our partnerships with the commercial sector, but it's also, as it's been said a number of times, our people who are thinking ahead and implementing the changes and coming up with the ideas, developing the AI and the machine learning tools that are going to take volumes of data that's coming down and making it into the small amount of information that the user, whether it's a war fighter or an analyst or a policymaker, ultimately needs. And I think that's really the change that's going on is as we move from collecting a lot of data to turning it into the information that's needed at the speed and at the detail level that's needed by the user.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Thanks, sir.

Lt. Gen. Dan Caine:

I think the other thing I'll add to your comment is it's a real commitment by senior leaders in the department to get to that Title 60 like set of outcomes and then add some ROI on top of that and



hopefully get some data 70. I think the friction's important. It gets us to the best place for policy makers in these turbulent and difficult and complex times, but there's a lot going on to ensure that we are giving risk holders, and that's those troop commanders and O5 squadron commanders and COCOMs out at the objectives, the information that they need at the point that they're thinking about those plans, like I mentioned earlier.

And the Deputy Secretary has launched an effort to do SAP reform. There's commitment by the agency on cap SAP integration. There's unprecedented exchanges of information into the SAP community and the restricted handling community that all ensures that we're doing the right things to allow leaders and risk holders to have as much insight as they can. It's not always easy. It can be difficult, but there's absolute commitment, in addition to the tech pieces that you talked about, the relationships over time, the things that Trey talked about in technology. And I'm encouraged that we're getting towards the right places in these complex domains, whether it's cyber space information, they're all complex and we just need to keep chipping away on it.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Thanks very much. Admiral Whitworth, a closing comment and then I'll wrap up.

Vice Adm. Frank "Trey" Whitworth:

I'll riff on this. I think what you're getting the sense of is a learning organization writ large, whether it's in the IC or it's in the DOD, we're learning. I gave a speech over a year and a half ago about a revolution of military affairs. I submit that we're in a reluctant revolution of military affairs that involves the uncrewing and the automation of a considerable portion, not all of power projection. And then I gave a speech just a couple of weeks ago that said, "I'm seeing some chipping away at the reluctance," when you listen to the Deputy Secretary of Defense talk about the replicator initiative that maybe we really are in an RMA and we're actually embracing it. There's a lot of learning going on right now, and you can just tell just by what we've been saying up here that we're ready for that.

On the targeting question that you asked, I'll just offer this. Yes. The hardest thing I personally have ever done is actually been in charge of relocatable targets during the course of OIF at US Syncom, but it wasn't the loneliest thing. The loneliest thing is actually being responsible for building a set of aim points and targets at the facility and installation level that are indexable, understandable, that can be aligned with effects at serious scale. And the loneliest thing for that COCOM is not actually having the index ready. And so I would offer that we need to keep a balance, and I think that this is something I'm witnessing at least in this intelligence community and the DOD every day, but we're going for the hardest thing. Make no mistake, but we have to remember the loneliest thing.

Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Well, I know we all share. We cannot thank you enough. I think the audience would agree, and hopefully the audience of bad guys out there agree. These folks, these gentlemen, these leaders are scary smart, and you lead an incredible group of Airmen and Guardians embedded across the IC, across the intelligence community that again, should put all those who would challenge the security of this greatest nation, put them on notice. So thank you so much, gentlemen, for being here with us today, and we're on your wing. Thanks.