

Four Star Forum

17 September 2008

Moderator: Welcome to the Four Star Forum. Rarely do Airmen -- enlisted, officer, civilian, as well as industry -- have the opportunity to meet and interact with the top leadership of our Air Force all at once. It's about to happen right now.

On stage we have from our far left, Lieutenant General Charles Stenner, Air Force Reserve Command; Lieutenant General Don Wurster from Air Force Special Operations Command; Lieutenant General Craig McKinley, the Director of the Air National Guard; General Stephen Lorenz, Air Education and Training Command; General Roger Brady, United States Air Forces in Europe; General Carol Chandler, Pacific Air Forces; General C. Robert Kehler, Commander of Air Force Space command; General Art Lichte, Commander of Air Mobility Command; General Gene Renuart, the Commander of Northern Command; General Duncan McNabb, the Commander of Transportation Command; General John Corley, the Commander of Air Combat Command; General Bruce Carlson, the Commander of Air Force Materiel Command; and last but not least, our Chief of Staff, General Norton Schwartz.

[Applause].

For those of us at AFA this is a real highlight of the entire Air and Space Conference. They're here to participate in dialogue with you.

We've asked the Chief to make some brief remarks to get things moving, and after they finish, we'll take your questions.

The rules of engagement for the questions is you're going to write them down on cards and pass them to Airmen in the aisles. They'll be forwarded up to me and I'll direct them to the appropriate speaker.

Without any further delay, General Schwartz, Chief.

General Schwartz: Thanks, Mike. Thank you all for joining us. First, to recognize Secretary Donley, thank you for sitting in. Secretary Donley earlier, if you see some white cards coming up from the front row, he's going to be grading our answers. So 9.5, 10 would be great, sir. [Laughter].

Likewise, Chief Master Sergeant of the Air Force. It's great to have you here. If we can't answer it, we're going to deflect the question to you, so the Chief will take those.

This is the brain trust of your Air Force. I think that it is the source of at least some wisdom and certainly a good deal

of experience, and it is our privilege to be here to take your questions on any subject that you'd like to engage us on.

Importantly, we have both active duty, National Guard and Reserve represented here with General McKinley and General Stenner and the rest of the folks, but two key people here that are special, and it is I think a statement of their commitment to the Air Force Association and certainly to our Air Force that we have two combatant commanders with us today. That's Gene Renuart and Duncan McNabb from Northern Command and Transportation Command respectively. Guys, thanks very much.

[Applause].

I know from personal experience that there are always tugs on time and we're grateful for your doing this.

We're here from space to the Antarctica to the whole range of missions that our Air Force performs. You've got the folks here who are both responsible and accountable for the performance of those missions. It's our privilege to be before you and we'll again be happy to take any questions that you might have.

With that, Mike, over to you.

Moderator: Thank you, sir.

Let me start with General Carlson. General Carlson, your command deals with, through the depot process and other ways, you're dealing first-hand with an aging fleet. Can you give us some ideas of the depths of the issues that you and your team at AFMC are facing in trying to deal with the many problems of the fleet?

General Carlson: Yes. [Laughter]. I suppose you want a real answer. I'd be delighted.

Let me maybe do that with a series of anecdotes if it's all right.

The A-10. We built it for four, extended it to eight, we're going to try to extend it to 16,000 hours. We have a series of problems with the wing, many of which we have identified, some of which we are just beginning to identify, some we haven't comprehended yet, and others we are just beginning to glimpse the breadth of the problem with the A-10 wing itself. Consequently we're going to replace all the wings on most of the fleet.

As we have done that, we have begun to do kind of studies that one would want to do on the length of service that we think that airplane can be extended to.

We're discovering we have problems with engine mounts, we have problems with engines. We have problems now with the fuselage, with the forward fuselage, with the empennage.

We used to call this managing risk. Now we are beginning to see what happens, what the consequences of managing risk are. So extending that airplane to 16,000 and in some cases a little past that are going to be very very difficult.

T-38, same kind of problem with the mechanical systems. We think we've got a handle on the structural problems, but we're just absolutely beginning to comprehend the mechanical problems dealing with a 47-50 year old fleet.

F-16s. We've got a large number of our Block 40s that are grounded for cracks in one of the bulkheads. Not a critical safety of flight but an incredible burden that we place on our field maintenance people because there's a ten hour inspection. Every ten hours you've got to pull a little bit of the airplane and do an inspection.

C-130s. All new center wing boxes. When we get those replaced it will be time to do outboard wings. When we get done with that it will be time to do something with the boat tail.

So we are trying to manage not an aging fleet, and I think it's time we get rid of that nomenclature. It's really a "wore out" fleet. We would not think of flying the B-17 into combat today, even though we love to see it at air shows. That's where we're going to be, regardless of the outcome of the KCX program. We're going to be flying that caliber of airplane into combat with the KC-135.

That's probably enough.

Moderator: Thank you very much.

Let me jump over to General Renuart. Gene, the Northern Command was formed to defend the United States yet I notice that you are heavily engaged with some of the activities having to do with hurricanes and fires and things like that. Can you give us a little bit about your command's activity in that area?

General Renuart: Thanks, Mike.

First to clarify, the command was formed certainly to provide for homeland defense but it was also given the mission of defense support of civil authorities. What that has really done is create a spectrum of operations that goes from fairly routine, Mother Nature kinds of things like a tornado or a wildfire to fairly substantial events like the potential for terrorist attack or a weapon of mass destruction.

We spend a lot of our time on the lower end of the spectrum because we are getting better and better at anticipating and hopefully deterring and preventing the higher end of the spectrum. I would tell you, we can never let our guard down with respect to a peer threat whether it is in the air or in space or from a missile attack. We cannot let our guard down with respect to terrorists who would try to challenge us with a weapon of mass destruction. But the good news is there's an integrated team working really hard on that. Not just at NORTHCOM and NORAD, but with the Department of Homeland Security and the 60-some-odd federal agencies that live with us every day in our headquarters.

But as you also mentioned, Mother Nature has a vote in all this. This Air Force can look at itself pretty proudly with the performance that we've seen over the last three weeks of seven day a week, 24 hours a day, humanitarian assistance to people in need. Began in Florida, moved to Louisiana, now in Texas. I will tell you that whether it is search and rescue, the use of sensors to become incident awareness and assessment tools or medevac at the eleventh and a half hour as the winds are gusting over 50 knots to get people out of nursing homes and hospitals who need critical care, this Air Force was here for the population of our nation and ought to be proud of its response.

[Applause].

Moderator: General Kehler, I want to piggyback on something that was said earlier when we were talking to General Carlson. I've seen a noted space leader at one of our conferences said that he's got satellites up old enough to drink. And we've had some recent reports out that talked about how we're going to have to make a major investment in space in the near future.

Can you give us an idea of what you're facing in terms of the age of the fleets that we've got up in space?

General Kehler: Yes Mike, thanks. Some are old enough to drink. Most of them are old enough to vote, or many of them are old enough to vote. That gives you some kind of a calibration in terms of what we're dealing with.

I think all of you understand the importance of our space assets these days. They become more important as the years have gone by, in particular for our real time, real world activities. Not where we always had used space products in the past. If you'll bear with me here for just a second for a quick anecdote, back in January I took a quick trip over to the AOR and at one of the stops had a conversation with a B-1 crew. The B-1 pilot said to me, "Sir, we knew you were that space guy so we thought we'd talk to you about how space impacts our mission." He said, "The longer I thought about this it became clear to me that space is

everywhere in every part of our mission, from mission planning all the way through mission recovery." And when you consider the communications, and we've had some visitors at our headquarters lately who have called communications and overhead ISR and missile warning and all of those other things, GPS, the glue that binds the joint force together. This pilot went on to explain how that glue really binds this mission together from end to end.

So no question about it, this is an important mission area for our Air Force. Our Air Force does something that's nationally important, not just for the joint team but in some cases for the world. GPS, for example.

So what we don't have the luxury of doing is deciding that next year or the year after we're going to turn GPS off for a while while we decide what to do about modernizing it. Nor do we have the luxury of deciding that we're going to turn off our satellite communications for a while. Nor do we have the luxury after it leaves the launch pad of bringing it back and sending it back through the depot.

So everything that goes to space is on its way to death, and we have got to continue to recapitalize. Even though we've made great strides, and I think we, the Air Force, should be patted on the back actually for the investments that we have made and the commitment that we have made to space, we're going to have to continue to make that level of commitment as we look to the future and that is going to present us with some real difficulties.

I'm very pleased with the capabilities that we've got on orbit today. We're about to go forward with the next generation of satellite communications improvements. The first of six wideband global service satellites is on orbit and functioning very well. The first two of our SBIR sensors are on orbit and functioning very well. We're about to launch within the next year the first of our advanced EHF satellites. We've signed a contract to continue with GPS and go on to the next block which is GPS-3. All of that is great news. But we are now faced with decisions about what to do next.

That is going to continue to stress us. We've got decisions to make about satellite communications. We've got decisions to make already about what do you do after SBIRS in terms of missile warning and battlefield characterization, technical intelligence, et cetera.

So my concern is continuing this level of investment given the stresses that we have elsewhere in our budget.

Moderator: Thank you.

General Brady, there's nothing been going on in your area of responsibility over the last few months. I want to drag you into the Russia and Georgia conflict and a little bit in the missile defense issue with Poland.

It seems to us that there is not an end of state-on-state conflict like has been predicted in many areas. What kind of activities did you have in USAFE to interact with the situation in the Georgia area?

General Brady: Is Ray Johns here? General Johns? If he's here, I usually start by saying we're just a poor O&M Command. [Laughter].

I think the recent Russian exercise in Georgia was a wakeup call. Certainly it was for NATO. I think that there are some people on the eastern fringes of NATO that are nervous, and understandably so.

We are now approaching the point in NATO where more than half of NATO is made up of former Warsaw Pact members who tend to have a different view of the Russians than the rest of NATO. That's complicated by the reliance of a lot of the allies on the Russians for energy. So I think that when you have a Russia that becomes more aggressive and feels for whatever reason threatened by Western nations that's an uncomfortable feeling for them. I think it's a challenge to NATO. It will be interesting to see how NATO responds.

I think as we go forward this will be an issue that we'll be interested in.

We are increasing, in USAFE, General Craddock our joint boss has asked us to increase our relationships with front line states. I spent last week talking to the Latvians, the Lithuanians and the Estonians. They are very interested in how to partner with us. NATO currently does air policing for them. The Germans are doing it right now. The 48th Wing takes it over on the first of October, but NATO has asked them to come up with their own capability by 2011, 2012.

So we are actively partnering, trying to encourage, bolster, gain confidence of our partners, increasing our relationships with those people who front Russia. But it's more than just military. It's more than just a comprehensive approach. They need to work on energy independence and their challenge is at least as great as ours. But a lot of interest, and the latest Russian activity kind of changes the game in terms of the way we look at things.

Moderator: Thank you.

General McNabb, you've got a larger view now that you've got all mobility forces under you. I know we like to talk about the air side of it, but with the entire lift picture that you have what are your highest couple of priorities in trying to go forward to the future.

General McNabb: First of all I'll just tell you that the view from the cornfields, it's just a lot broader than when you sit in Washington. The stars are a little shinier, so life is just a little better. And as General Schwartz knows, I'll just tell you, thanks sir, for leaving us such in great shape. It's awesome.

I would say as you look at the overall strategic lift, and you talked about Georgia-Russia, you talked about Hurricane Ike and the hurricanes that went through with NORTHCOM. What you see is there are so many parts to the puzzle and there's no question about that. But I will say that it's very easy to see that the strategic ability to move the distribution process ownership of the supply chain is truly one of our nation's crown jewels. There's no question about it. It is what allows us to be global as General Schwartz mentioned yesterday.

I would say that one of the things you see in TRANSCOM is that you absolutely depend on the total force. In other words it's the Guard, Reserve, active duty, civilian, it's the merchant mariners, it's all of those parts in a way that is truly important to the nation and certainly to TRANSCOM in its ability to do that job. It's also our industry partners. You have to have a very vibrant air industry and a sea industry so you've got to spend a lot of time making sure that we, the health of those industries are absolutely critical to us because in the long term that's what keeps the costs down.

So I would say those are the things that as I come on board I look at and I say okay, how do we make sure that we continue to do that?

The last part is that when you look from an operational context there is no question that we have folks that go in harm's way every day in support of our warfighters. We've got to make sure that we think through that, how do we do that better? And we also have some innovative adversaries that are always looking to say hey, if we can attack the supply chain, that will disrupt what they're trying to do. We've got to figure out how to stay ahead of that and do that smarter and cheaper and better.

Moderator: Thank you.

General Lorenz everybody should know asked me for a real softball on his first question so I thought I'd feed it that way.

We gave you and General Looney an award for Air University and we did not have time in the short ceremony to talk about all the many changes at AU. Can you give us a feel for things such as degrees in CCAF, PhDs, et cetera? All the many changes. There are lots and lots of them at the Air University.

Did I do okay on that one?

General Lorenz: You did just great Mike, thank you.

First of all, all the innovations that have occurred at Air University are a result of the strong support from the senior leadership of the Air Force and from my direct boss at the time, General Looney. So I want to thank the leadership for supporting the innovations.

What we've done is completely, and I think for the better and only time will tell, reorganize to where all officer education, all enlisted education, all doctrine education, is headed by an individual and named after a center. What we've tried to do is think in terms of a continuum of education. In other words you start it from ROTC or OTS and the Academy, then you run it as an officer up through ASBC, SOS, ACSC, SAS, and Air War College and then on to Senior Group and Wing Commanders and also General Officer Education.

On the enlisted side we tied them all together through the Airman Leadership School, to the NCO Academes, the Senior NCO Academies, the Chiefs Course, and tried to work to where every course we teach, in 1972 we had a great thing that happened with our previous leadership, General Simler at the time worked to get the Community College of the Air Force to where every Airman, every course taken counted toward an Associates Degree. That was innovative in 1972. Let's see what we're going to do in the 21st Century. Let's use this as an example.

We do send some enlisted people to get a Master's degree at AFIT which is wonderful, but we do not have a process in which inside the Air Force to get them a Bachelor's degree. So what we've done is came up, and it was an idea that came from CCAF and the leadership there, of setting up A-B-C, which is the Associate to Baccalaureate Degree. It started in July of 2007. Here we are in September of 2008. Over 5,000 NCOs have signed up for over 13,000 courses. It's just an amazing process. It's making a real difference, and it's helping in our recruiting.

There at ACSC we came up with the distance learning program. We started it from the initial concept in January of 2006 and from the concept of just the idea, not even having the courses, not being credited, we started the process and through a team experience all across all parts of Air University and AETC, we graduated our first accredited ACSC distance learning Master's

degree graduate at Scott Air Force Base on Friday. In two and a half years, from start to finish.

So there's a lot of neat, innovative things, but it's only the beginning because we have to be agile, especially in the education and training field in the future, especially in the 21st Century, but it's an exciting time to be there.

Next we're going to work on a continuum of training, so we'll talk later about that.

Moderator: Thank you.

General McKinley. For those of you that may not know, General McKinley has been nominated for his fourth star and would be the first four star head of the National Guard Bureau.

[Applause].

General McKinley, I know you may have addressed this in another forum, but how do you see your role as a four star? Do you attend Tank sessions? Are you going to concentrate more on the Army side of the issues? How do you see you playing and how do you develop this role?

General McKinley: The Guard Bureau's been around for a long time. I think with a strong Director of the Army National Guard and a strong Director of the Air National Guard, you forge a team. When Secretary Gates and Chairman Mullen and I talked, we looked at how can we best position the National Guard to support the needs of the services and the nation in the 21st Century. We've got to be very agile, nimble. As General Renuart said, we just recently went through some responses to civil authorities that I thought were probably as seamless and the best that I've ever seen. I was a CFAC for General Eberhart when we first started out there and it wasn't that easy in the beginning. With General McNabb at TRANSCOM, over 7,000 people move by air, those combatant commanders did a heck of a job and that's the seamless integration that I think the National Guard can bring to both domestic and international events in the 21st Century.

Moderator: Thank you.

General Lichte, I've got a simple one here for you, really easy. How's CRAF doing? How is the Civil Reserve Air Fleet doing?

General Lichte: It's doing great. Next question.
[Laughter].

No, it is doing great. We have to watch it very closely all the time because of the economy and what's going on. Some of the

aircraft we use there are just as old as some of our organic fleet.

When General Kehler was talking before and he said some of his satellites could vote and some could drink, mine all have AARP cards. [Laughter]. And if we keep going they're going to be in the Old Airman's Home before long because our tankers will be up near 80 years old.

But the CRAF aircraft, we have to just watch them because as industry starts to downsize and everything it will have an impact. Just as we were moving forces back home earlier this year when ATI went under, we had to come up with creative ways in order to make sure that the Soldiers, Sailors, Airmen and Marines got home on time.

So it's healthy and it's viable, but we've got to keep a close eye on it to make sure it continues in the right direction.

Moderator: General Corley, we had some congressional testimony this year about there being a fighter gap, a gap where we're not finding enough airplanes. The airplanes are either going to have to be schlepped in a major way or we're going to have to purchase airplanes at a faster rate than we are now, specifically the F-35. Are you worried about this, and is there more you can say on it to us?

General Corley: Certainly. Let me begin the context of that, if I can Mike, by piling onto a question that you asked Bruce right up front. Part of the context, I'd like to take this body back in time to about the 25th of September of last year. It's part of the why the gap developed and what has happened between the time of that gap and this time one year earlier.

There was a little interesting quote to this body on the 25th of last year from Ron Keys when he talked about those airplanes getting older and older and the gap that was resulting from them being older and older. He said they're breaking in new and unanticipated ways. It was somewhat wisdom on his part and it was certainly prophetic because only about a month and a half later we would have one of those older and older, if you will, worn out fleets of airplanes snap in half.

Now it's not just a gap created by older airplanes that are wearing out. It's a gap created by a loss of capability to continue to deliver on the air dominance that helps to defend the joint force and this nation.

The other thing is that it breaks a bit of faith, if you will, with our Airmen. What frustrates Airmen in my mind oftentimes, is the absence of the tools to perform the mission that they have been assigned.

So those are just some piling-on thoughts.

What do we do about that gap? The first thing is, get on with it. Get on with what? Get on with recapitalization. And when you get on with recapitalization, do it smart. This is not a time for us to be buying fewer aircraft in a year than we used to procure in a month in the United States Air Force. That's also what's driving this gap. And buying things in inefficient order quantities that contributes exceedingly to the gap.

So in my mind, get on with it. The gap is real, the capability is real, and we owe it to our Airmen.

Moderator: Thank you.

[Applause].

Moderator: General Chandler, back to the Pol/Mil side. We've seen North Korea in the news recently as threatening to restart their nuclear program. We've seen a little activity at the reactor. We noticed Kim Chong Il missing from the parade. Is there a reason to hope that North Korea might change its spots as we go forward with a new leadership change? Or do you expect they'll be continuing in their evil ways?

General Chandler: First let me say Aloha. [Laughter].

I'm just a simple fighter pilot, Mike. So the Pol/Mil thing may not necessarily be my forte, but let me say this. The North Koreans are part of what shapes what goes on in the Pacific. Whether their leadership shows up at the parades, and we can speculate about what he may or may not be doing, or other issues that you've talked about in terms of starting reactors, the facts are these. They have nuclear weapons. They have consistently moved away from conventional strength toward a military capability with nuclear weapons. You see a lot of mixed signals in terms of inspectors still in North Korea, and at the same time the 6-Party talks stalled as we have an election in this country.

So I think what we're seeing is what we have seen in the past. It's really much the same. The thing that I think we need to be concerned about is how this transition occurs. There are a number of ways that it can occur in terms of the next generation of Koreans, some of which are of the Old Guard, and then a follow-on of which have never been a part of the conflict that the Old Guard was part of, that have had access to things that, because of their station in the party, that other people in the country do not have access to. And then we need to ask ourselves how they would make the transition and how they would lead into the future.

The long and the short of this is, I'm not sure we really know at this point. But we will continue to work with the North Koreans. What you will continue to see is two steps forward and one step back in how we deal with them. I do not think they will change the way they've dealt with us in the past, but I do think we need to be ready at some point for a transition of leadership and how we handle that and how, frankly, the North Koreans handle that is going to determine a lot of what happens in the future.

Moderator: Thank you.

General Wurster, we're seeing in the war on terrorism a vastly increasing SOF role. What we don't hear much about are the great contributions from the Air Force SOF units, the AFSOC units' involvement behind the scenes or in support or in direct action. Can you give us some examples of some of the activities that have occurred in either Iraq or Afghanistan or even elsewhere about the great work that your folks are doing?

General Wurster: No. [Laughter].

Moderator: Okay.

General Wurster: Sure I can. Thank you for the question.

The people that we have that represent the Air Force in the joint team of the United States Special Operations Command really are performing extremely well.

As you know, there was a cross-walk of a Predator squadron to AFSOC. Our gunships are in extremely high demand. As a matter of fact, getting back to the recapitalization issue we talked about, we're flying them many times their ute rate because when ground teams go onto targets every one of them wants to have a gunship overhead. When they go to sleep at night they like knowing that there's a gunship up there because if they see a problem they will know about it.

I would emphasize the point we made about our aging fleets. Only recently we retired the MH-53 that led the mission to Hanoi in the Sante Prison Camp. We have, John Stenner's people are flying MC-130 Talon 1's which the Chief flew back when he was a lieutenant that were in service in Vietnam.

When we look at the age of that fleet, we're bringing on B-22s, we've got five of them. Next year we'll have seven. But we need to do that much more quickly. Because when you think about -- take the Iran mission, for instance. A small number of C-130s, a small number of vertical lift platforms, gunships overhead at the objective. When you have a fleet that's that small, once you've put teams on the ground or you've made a commitment to protect them overhead at the destination, whether

it be Rio Hato or any of the other places that we've been, Grenada, or just a long list of places that these aircraft and crews and maintainers have served, you no longer have 18 to make three. You now have one to make one. The question for us is, should a force that is extremely relevant and in very high demand in this very difficult environment of the Global War on Terrorism, have airplanes that are 30 or 40 years old? Our maintainers will spend themselves to make sure they get airborne. Our crews will take them to the target and they will get the job done.

But the question is, what does the nation expect of us when we've got to never arrive at the place where our Battlefield Airmen or our crews or our maintainers hit the point that General Corley talked about. They need the tools that they can use to meet the national strategic objectives of the United States.

But they're doing terrific things. ISR is a growth industry for us. We are recruiting. I think there's a couple of you out there that might make the grade. Meet me down here in front afterwards. [Laughter]. But we're getting back into the little plane business, and we're adding MC-130Js. The Congress has heard and responded in the supplemental last year. So we are on an up-track, but like the rest of the Air Force we face the same issues of recapitalization and modernization. Thank you.

Moderator: Thank you.

General Stenner, we had a CEO Panel yesterday and I asked both CEOs how are you doing with your Reserve guys that work for you? Both of them said we have no problem because we pay them their full salary while they're gone off doing their Reserve duty overseas to Iraq or Afghanistan or wherever else.

On a broad basis, you have a better insight across the spectrum. How are we doing with employers and how are you doing with recruiters in the last year or so since we had this panel?

General Stenner: Thanks for that question. I'll tell you what, you hit on one of the most important fundamental concepts of the Air Force Reserve. That is that there are in fact three parts to every traditional Reservist's life. That is that they have a civilian employer where their primary income is found; they do participate as a member of the Air Force Reserve; and they have families. They have to balance all of those things as a military member. But we owe the employers equal consideration when we start talking about how they support this national effort that we've got ongoing right now.

As we are doing things in an AEF construct where we have the ability to be predictable, as predictable as we possibly can, we

do the employers a favor, we do the families a favor, and we do the military members a favor by making it that predictable.

I do believe, though, that it makes a difference as to what size the employer is as to how much they can absorb over time. We've been at this now for about seven years and I do believe that it's not just the Air Force Reserve, but it is the ARC that is affected and the employers that are in the Guard as well playing this game.

So if we can add that modicum of predictability, if we can make sure that we supply forces and stick with the deploy-to-dwell ratios that gives those folks predictability, then our employers who are really very very good at what they're doing right now as far as supporting this national defense will be even more willing to continue that because it is not slowing down and it won't slow down. Anything we can do as far as a nation with the congressional inserts and legislation if required to make sure the employers are taken care of with incentives or any other things that may be required, their taking good care of our folks and the circle then closes and all is well. But predictability is the key to that, and volunteerism on our Reservist's part will continue if that predictability and the employer support is there.

Moderator: Thank you.

Chief, I'm going to combine three or four cards here to hit you up with a question.

One of the frustrations out in the audience, and frankly a little bit with me too, is that we're not telling the story of the great successes of our Airmen in Iraq and Afghanistan. What can we do better to transmit those? Can you give us an idea of some of the things that are going on behind the scenes that we may not know about?

General Schwartz: I think we alluded to it yesterday. It isn't the end result necessarily. Typically the end results get noticed, whether it be evacuating wounded or evacuating our fallen heroes, or providing strike support to both the maneuver units and the special operations forces, providing continuous ISR, the unblinking eye on which everyone depends at the moment, providing the installations from which all that combat power emanates.

The important thing I think to communicate is that we have a system. We have a wonderful mechanism called the United States Air Force which is expeditionary in nature and is able to generate combat power from space, in the air and cyberspace, and integrate it in a way that is unmatched. I think that is really the key message.

We said it's the people that put gas on airplanes, that cook and serve the meals. It's the people that fix the airplanes. It's the people that fly them or control the satellites or make sure that our networks are properly defended so folks can't tinker with them. The Air Force is a marvelous organism and it's one that all of us have a part in, all of us have a part to play. It's important that we do that in just the very best way.

Let me ask perhaps John Corley and Craig McKinley and maybe Donny Wurster to expand on that if you would.

General Corley: Thanks, Chief.

A couple of thoughts, the first which might be a little bit heretical. When I walk around and hug necks on Airmen inside of Air Combat Command I find an interesting phrase that they oftentimes talk to me about Mike, so this is going to give you a little bit of a noggin twist on your question. That phrase is, "Boss, it's really the work that counts, and not the applause."

So when you get down to our Airmen they're not looking for praise, glory and accolades, but they are looking for value. Value in them as human beings. To do that you have to put value in the mission.

When the nation at the leadership level, at every Americans' level, places value in the mission they'll put value in the people and that's what I find are important to the Airmen inside of the world that I live in.

[Applause].

General McKinley: I would concur. Chief Dick Smith, who's our Command Chief and I represent 107,000 Airmen. They all wear the MAJCOM patches of them MAJCOM commanders up here. We are so proud to integrate with our Air Force. We're so proud to do the mission. We're so proud to do our work at home for our governors and our adjutants general.

I think I would say that the Air National Guard is deeply rich in heritage. It's looking to the future. It's so proud of the leadership that you see before you here today. The real strength is in the Airmen out in this audience. So our retention rates are high, the morale is good, and we're just proud to be part of this great total force team.

General Wurster: From our perspective, I think that General Schwartz's comment on the breadth of expertise it takes to make this work. The words that I use within AFSOC are, you can't take one piece out of a watch. If you think you can, try it sometime. But everybody that has a role in the Air Force, if their job is

not essential we would have cut it out a long time ago. We are way past having extra people.

If you go back in time ten years ago, there are many of us that never interacted with EOD, but what a heroic and ready career field that was. If you look at the Airmen that we have driving the roads every day and that man the gun trucks, that stepped out of complementary skill sets to do those missions when the country called on them. Those are the people that 30 years from now are going to have reunions and slap each other on the back.

We have terrific contributions across our force and we have people that are absolutely, utterly committed to things larger than themselves. I think that's one thing that impresses me the most about it. We get to see it in our community, fairly small, we know each other, and we know our joint customers well. But across the Air Force it is happening. Whether it's the person that is out there standing missile alert today, right now, which is in a time that's kind of tough for that career field, but they're out there banging it out, ready to defend this nation if we need them.

Moderator: Thank you.

General Carlson, what technologies do you see on the horizon that excite you, that have a potential to be game breakers, either in our hands or the hands of potential adversaries?

General Carlson: Mike, there's a host of them, but some very exciting things in materials technology, in nano science, in biometrics, hypersonics, and when you put some of those together they will make a person exciting. Not just weapons combinations in the future, but modes of transportation, communication, and the speed at which we can do things. The endurance under which we'll be able to do them.

Fuels technology is one that we're very very interested in. We think that when this nation makes the commitment to alternative fuels that we want to be ready to exploit that to the maximum extend possible.

Moderator: Thank you.

General Chandler, a lot of activity going on at Guam and Anderson. Can you give us an idea of some of the things that are happening there?

General Chandler: Guam is the furthest west point on what we describe as the strategic triangle in the Pacific that's formed by the bases in Alaska, those in Hawaii, and of course Anderson and Guam. Today we're completing construction on the

hangar for the bed-down of Global Hawk. We're looking at other areas where we can partner, quite honestly, with our allies and our friends in the Pacific. The Japanese have come to exercise regularly at Anderson. They're looking for the opportunity to bed down permanently. Not with aircraft, but with a facility that they can use as they come and exercise regularly.

One of the things that came out of the reduction of force on the Korean Peninsula was the ability to bring together Red Horse, combat com, security forces, and the folks that bed down our airfields, opening and controlling, all into a contingency response group which has a very robust capability that's been used, frankly, all over the Pacific. You may have read about that in Bangladesh and other places where we've had a lot of natural disasters.

The continuing bomber presence that we have on Guam is something that we provide the PACOM Commander that has paid big dividends in terms of deterrence over the last four years. That will continue as far as we can see into the future, as well as the tanker rotation that serves not only what goes on on Guam, but for those that transit the Pacific.

On a daily basis we launch bomber sorties to all four corners of the PACOM AOR. Into Alaska, into Korea, down to Australia. We'll continue to do that.

Most of you have probably heard about the potential move of the United States Marine Corps from Okinawa to Guam. That's of huge interest to us, as you might imagine. We'll see how that continues to play out into the future. But again, that would give us some great joint opportunities to train in the Pacific there on Guam with our Marine Corps friends.

I see Guam continuing to develop into a capability that will allow us to project any kind of air capability throughout the Pacific for years to come.

I guess I'd close by saying we have fought twice from Anderson, and if we do this correctly we will not have to fight again from Anderson. But I see Anderson as one of those things that can provide the type of deterrence that we need in the western Pacific.

Moderator: For this next question I'd like to start all the way down at the end and go all the way back and exclude General Schwartz from this question.

But we're in a tight money environment. If you had one more dollar, well, let's make it more than one, but you know what I mean. If you had one more dollar, where would you put it in your command? We'll ask everyone to comment on that.

General Stenner: We'll start at this end. I'm still looking for that Ray Johns guy who's out there somewhere.

Moderator: That's why I brought that up. We talked about Ray Johns.

General Stenner: If I had to put an extra dollar somewhere I'd put it in manpower for a new mission. That's where I believe in the Air Force Reserve we're going to get the biggest bang for our buck, as we have an efficient way to put part-timers who train to the same standards and are available for both the limited surge as well as the strategic reserve that this operational force is doing day to day. So part-time manpower and associate that with the gaining major commands whom we service up here who get their requirements from the warfighter makes you a pretty efficient force. So manpower.

General Wurster: If I had one more dollar I would spend it on mobility platforms that would let us penetrate deep into enemy territory and insert ground teams and extract them safely. That would be CB-22s and MC-130s. Then I'd walk down the table here and knife each of these gentlemen in the back and take their one dollar -- [Laughter and applause].

Moderator: That's irregular warfare. It proves you can't take the snake eater out of the -- [Laughter].

General Wurster: You know, center wing box cracks; C-130 recapitalization; AC-27.

Moderator: One dollar, Donny, just one. My one dollar would go on mobility to move our teams.

General McKinley: I think for us the last two years we've been putting the Humpty Dumpty back together again after BRAC. BRACs are tough for everybody, but the May 13, 2005 hit the Guard hard. I would put it into relevant missioning of the units that were affected by BRAC so that we could continue to assist the federal mission and the state mission.

General Lorenz: I don't know where I'd put it, but there's two issues that we're working in AETC. One is a replacement for the T-38. I think we probably will have to look into the future of accelerating that.

The second thing is, in Air Education and Training Command, the next dollar I think would be put in what is the next issue that you want us to work. Because we provide training and education for all of the combatant commanders, so what is the next priority of the leadership of the Air Force, and what type of training like in UAVs or in cyberspace or in special

operations, wherever it should go. That should be a decision made at the Air Force level.

Moderator: Let me follow up with that because I have a question here from the audience. With the high cost of fuel, are you considering doing more in the simulator area? Your Air Force is larger than most countries' air forces and you spend a lot of money on fuel. Are you looking at ways to reduce that?

General Lorenz: Last year our budget for fuel in AETC, and I think that most of the MAJCOMs are like this, was \$587 million. It's a billion dollars this year and you don't get any value added with that.

I think as an Air Force, as a department, as a nation we're going to have to get more green and we need to work those issues.

So yes, we're looking in all the different aspects. But I think there are many things like, for instance, some of the displays downstairs like at Nellis which is ACC and sun. As an Air Force I think we all need to be into the green because it will be demanded of us by the citizens and taxpayers.

General Brady: I don't think USAFE has any challenges that are particularly unique. I could say something like if I had one extra dollar I'd try to get a membership to MFP-11 with Donny, but -- [Laughter]. But really, from a more corporate standpoint I think, and I'd like to go back to comments that both Bruce Carlson and John Corley said.

I need, I think like Howie needs and like everybody else needs, I need more and better aircraft. More aircraft because in 1990 I had -- I wasn't there, but I had 770 fighters. I now have 177. In 1990 I had 16 NATO partners to deal with. Today I have 26 going to 28. The aircraft that I have are requiring more maintenance man hour per flying hour to not quite meet the RAP for my air crews. We have one squadron of A-10s, 25 of 27 of them have cracks. So we're dealing -- that's not unique. We're all dealing with the same issues.

But it goes back to value of work that John talked about. There's a quality of life that's associated with making sure that our people have the equipment that is maintainable that they can push into the fight and be successful and still have time to go home and have daylight left. Thank you.

General Chandler: I would say until we as a corporate body can solve the recapitalization issue, I would advocate for 800 to 1000 flight line maintenance positions, just from the standpoint of being able to maintain the aircraft that we have. That's a basic competency of our Air Force. We made some decisions for all the right reasons and I was a part of some of those decisions

in terms of reducing some of our maintenance manning. In some cases that has not worked out exactly the way we needed it to. In other cases we've had to hold onto systems that we did not think we were going to have to maintain at this point.

So I don't think it's double speak to double back on that particular decision and see if we can't put some more maintenance manning on the flight line. I'd like to have them all be 7 levels when they show up. [Laughter]. If there's a way to do that, but unfortunately we're going to have to grow our own. But I guess in PACAF that would probably be the thing I'd advocate for first.

General Kehler: If I had another dollar I'd put it on the country's land-based strategic deterrent force. That force has not been on a starvation diet, although it's been almost on a starvation diet. It has certainly been on a reduced calorie diet and we need to deal with that.

It is the country's ready strategic response force. It does underpin every other activity that we have. It is something that we have been criticized for not keeping our eye on. I don't think, in my neck of the woods anyway, I've got a lot of choices in the matter nor even if given other choices today I think I'd take them.

It is something that I don't believe we've ever made a single bad decision, certainly not a single major bad decision over the last 15 years. But we've made a collection of decisions that together have put us in a position that I don't think we nor the country can stand.

But I want a second dollar as well, because that one I would spend on something I think is equally important, and that is protecting our space assets. We are operating, I don't believe this is, if it is going to become a contested domain; it is a contested domain. I believe the evidence is there. We've got to take some positive steps to make sure that those space capabilities are available in sufficient quantities to meet the joint warfighters' needs in any kind of conditions.

By the way, the most effective way to make sure that those capabilities remain, because it's about assuring capability, not about assuring platforms. It's about assuring capability. Maybe the most effective way to assure capability is going to be with something that flies in the air.

So that's important and we've got to get at doing that, so I actually need two dollars.

Moderator: MFP-11 is maybe available, from what I understand.

General Kehler: That will teach me.

General Lichte: I think the Secretary and Chief must be starting to squirm about now when you hear all the things we need on that one dollar.

I guess it won't surprise you if I say that I need a dollar to put into the tanker program. Our tankers are old, they need to be replaced and we need to move on with it. But based on the recent decision with the 135, I've got to turn my attention to the KC-10 fleet. That KC-10 fleet is 25 years old and if anything should happen with the 135 fleet, that's our only option that we have left. You heard the Secretary and Chief talk earlier in the week about the importance of tankers in the role of national security. We would be relegated to just being a country to worry about our own borders. We wouldn't be able to reach out. And of course the tankers really put the reach in global reach. So any extra dollar I need to put into the tanker program, whether it's sustainment and improvement of the KC-10, as well as sustainment of the 135s that now will probably be flying out until at least 80 years old, maybe older. So that's where I'd put my extra bucks.

General _____: Being a poor combatant commander who relies on the Air Force for every dollar we get, Roger, being a simple O&M command is probably a pretty good thing because you've got a budget.

General Renuart: I think it's unfair for me to say what I should demand of the Air Force because each of the services, and Duncan would say the same thing I think for sure, each of the services does their best to contribute to the joint fight. The Air Force is no different.

If you listen to each of the commanders' concerns here, what you really hear is an aging fleet infrastructure that needs to be reconstituted.

I think as we look at this, though, from a personal perspective, one of the ways that we've got to get about creating the investment opportunity is to change the amount of overhead and infrastructure that we have. Every service is in the same boat. We've got too much overhead. We've got a lot of base infrastructure that is not efficient. We've got to find a way to draw that down. Then you can take a dollar or two out of that and invest in the people that we've used to pay bills with for those 15 or 18 years that Bob mentioned.

We've got to stop the drain of the expertise. You can't afford to have a squadron out there without a first sergeant. You can't afford to have the inability to move a squadron

commander around to see the people in his organization because they're too far away. So we've got to spend some time getting back with the people to create the leaders that will allow us to be successful in the future.

General. McNabb: As the old programmer and then as the old A8 and then as the Vice Chief I've been waiting a long time to be a combatant commander to be able to say, you know, we're not resource constrained. We get to have it all. General Schwartz, we talked about that, switching, and I went, you know, it's going to be really nice to say it's not MFP-11, it's not one dollar, you get to just say hey, I want it all.

So I would just say Gene, I really do like this. This is pretty nice.

But I would say that anything that we can do that changes the way we can do basic concept of operations. Things that absolutely change the way we do business. The C-17 did that for airlift and I would tell you the new tanker is going to do that same thing for the mobility world. So when I think about the air side, I always agree with my air component, so General Lichte, I'm right with you.

But I would say when you think about the way that will change, what we can do for global reach, it is going to change the whole equation. It will allow us to go to a whole different level. When we talk about recapitalization, we talk about modernization, it really is about transformation.

The C-17 allowed us to do things we never even thought about, but it primarily allowed us to take the supply chain vertically in ways that we had never anticipated before. The new tanker will allow us to do that same thing.

So I would say that if I had a dollar, we need to just keep focusing on that because we need to get there. That recapitalization is absolutely key to our Air Force and absolutely key to our nation. So I would just encourage, General Schwartz, Secretary Donley, I would just ask that we continue to push very hard for that.

I will say on the other side, when you look at the other services, they have the same kinds of concerns and we've got to continue to push on all fronts to make sure that our whole joint team comes together as we deliver the kind of defense this country absolutely needs and what we need for freedom around the world.

General Corley: Alice says that I'm rarely right but always consistent. [Laughter].

The motto that I put on the patch at ACC says, "People first, Mission always". So hate the question, but it goes to the people, Mike. When it gets down to what is the most valuable weapon we have, it's our Airmen. That's where the money goes.

[Applause].

General Carlson: Mike, I'd go along with General Corley. We need to recapitalize the acquisition science and engineering team that we have in the Air Force. It's been badly decimated over the past 15 years by a number of initiatives and cuts that we've taken, and I think we're seeing some of the ramifications of that today.

Moderator: Let's go off on a different subject, and let me ask General Brady to start first, but I'd also like to have General Lichte, McNabb, Kehler and Wurster comment on it.

What do you see is going to be the impact of creating an Africa Command?

General Brady: I think we've never, the U.S., as far as the U.S. is concerned, the U.S. Air Force, the former 3rd Air Force that was commanded by Mike Willey and Joe Worley and others, always focused a lot on Africa. But the U.S. as a nation hasn't focused on Africa like we are now.

When you put a four star in charge of a bunch of territory, that little devil will find something to do because that's what we do.

General Kip Ward, who is a great guy, is putting fresh eyes on Africa in ways that it has never been looked at. He will see things that need to be done that perhaps we can do.

AFRICOM is a strange animal. It's a COCOM with no assigned forces. So we have given him, we the Air Force, have given him an air component in the personage of Ron Ladner recently of the TACC, who is going to stand up symbolically on the 18th, officially on the 1st of October, the 17th Air Force, or Air Forces Africa.

The big challenge there, it turn south that Africa's a big place. There's going to be huge lift requirements. The OSD staff has now discovered Africa and they've all got to go look at it. [Laughter]. The Congress has discovered Africa and they've all got to go look at it. [Laughter]. There's not lift for them. So lift is a huge issue.

ISR. There are bad guys in Africa that, lots of bad guys in Africa that General Ward's going to want to look at. So I don't see it so much, although Horn of Africa is a significant issue,

obviously, but it's going to be largely, at least for the short term, an ISR, big lift command and also partner building and stuff like that.

All we're giving him right now, Ron's going to stand up the command with about 100 people. The max he's going to have is 286. That's what we programmed. We've given them as the Air Force a clean, doctrinally clean component. He's ADCOM to me but he's TECON, OPCON, to General Lourde. The Army has given them CTAF Headquarters. Not the 173rd, but CTAF Headquarters. The Navy's got a few guys that are going to work Africa for a while. I'm not exactly sure what that component looks like. And he has no forces.

So for the first year if we have IOC of 17th Air Force on the 1st of October until we get FOC a year later, he's got no real forces so USAFE is going to continue, because he lives at Ramstein, we'll continue to help him out informally in some real ways in terms of staff. He's going to be living with the 603rd AOC. So it's going to take a while for them to stand up. But there will come a time when General Craddock, the EUCOM commander will say ho-de-do. These are my forces. So somebody decides USAFE and EUCOM have got to support AFRICOM.

I think it's, Africa will become a growth industry for the right reasons I suspect. There will be a growing requirement for the rest of the world to support AFRICOM and lift and ISR will be the big issues.

General Lichte: I would agree with General Brady. Obviously he's described it all and it has a big impact on us in Air Mobility Command because I see it as really a mobility-heavy area that we'll be working in. There are lots of opportunities for humanitarian relief, there are disasters every few months. I think we will be tapped and called upon to respond quite frequently.

We're already up at 900 sorties a day. To increase that is going to be a little bit difficult, and it really will ripple down to the Guard and Reserve because we'll have to call on them for more help. As you heard earlier, that's not an easy thing to do. So in essence it's going to be a big mission for Air Mobility Command as I see it.

General McNabb: I would also say as you look at some of the things that have to do not only with the air but the sea as well. And ports that are like Rota where we have the combined seaport right there with a great capability there at Rota with the air. The way we support AFRICOM. There are some places that are going to be very important from an infrastructure standpoint. Loges is like that. When you think about supporting Africa, Loges and Ascension Island. There are some places that we haven't been

maybe focused on quite to the same extent as Rota. Sigonella. Things that are down south on how we get down there. Then providing that sealift along with the air and making sure that we take care of General Ward in the right ways.

The other portion is, once you get there how do you distribute it? How do you get it out? So the Joint Task Force Port Opening, our ability not only to send into our contentiary response groups, but then the initial distribution that gets it out from the ports will be huge. So the vision on that on how we bring that whole team together to make sure we bring a supply chain that's from end to end.

AFRICOM is one of those places that is really, really hard and this is where the kinds of successes that we've been having and experimenting like in Afghanistan where we've really come to grips with that will pay big dividends for us.

General Wurster: For AFSOC there will be a lot going on there as we look at the evolving relationships between EUCOM and AFRICOM, they will be of interest to us because our forces are based in EUCOM and they have been repeatedly used for non-combatant evacuations on the west coast of Africa on an almost annual basis. So the relationship between AFRICOM and EUCOM in terms of the allocation and apportionment of those forces will be of interest to us. We see it as a place that ISR will matter a great deal.

As you look at it from the perspective of what really are our national strategic interests and what is it we really seek to achieve there, probably near the top of that list for us will be denying sanctuary to terrorists. So this will be a place where it will be important for our special forces team mates to be supported by air commandos in the right manner as they work with the Tuoreg tribes or other peoples that live in the region that will gain a positive view of the United States and collaborate in their own interests to make it difficult for terrorists to establish training locations in their areas. If we can make them move, if we can make them do logistics, if we can make them gather intelligence, if we can make it difficult for them to move money, if we can make their movements traceable, then we will arrive in a position where every night they will go to bed and say maybe today I made the mistake that will let them find me. Whether it be through foreign liaison, through our station chief or our host nation military force or a tribal leader, we want to roll those people up so they don't have a place to go and nest like they did in the south of Afghanistan before 2001.

General Brady: If I can just add, I agree whole heartedly with Donny. When we stood up and started manning that place with malice aforethought we put Ron Ladner as the commander, a mobility guy; and Mike Callan, the one star Vice is a SOF guy.

That's a great team of folks that have the right skill sets to get that operation stood up.

General Kehler: One quick addition. The nature of the AOR is going to define I think the importance of the Air Force, especially the importance of an Air Force that brings space capability to the table.

Much like in the Pacific theater where you've got vast distances without much ground infrastructure into places where you might have to operate in the case of the Pacific. Water, for example. Where you're not dragging fiber cable behind you, et cetera. I think this is going to place in Kip Ward's hands a huge demand on the U.S. Air Force to bring a lot of things. Whether or not we are physically present there every day, AFRICOM will demand of us every single day, will demand of the Air Force satellite communications. It will demand GPS coverage. It will demand environmental sensing. It will demand persistent ISR coverage. It will demand all of those things that our Air Force brings to that environment.

So whether we are physically there or whether we are virtually there, the demands on us I believe as a result of AFRICOM will go up.

Moderator: We've had a number of speakers this week talk about the need to build capacity of partner nations, both to assist the United States and also to take a share of the load in their own countries in many cases. I'd like to ask, toss this out in general to the panel and I'd like to ask General Lorenz to start because of his -- I don't think most of the United States know what the Air Force is doing in the vast activities and languages and other areas that we're doing in dealing with other nations.

Steve, can I ask you to comment first? And then anybody else that has a direct dealing with other partner nations either in exchange officers or in any other of the programs that we have.

General Lorenz: Last year alone at Air University there were 176 international officers from 74 countries. The people who come to our schools or come to do training, most of the time we form life-long relationships. That's what it's all about, relationships. I think if we can go to their schools and they come to our schools it will make an infinite difference in the security cooperation around the world.

I believe that we should be as a nation, and I know that we're trying to do this in the entire department, to be into global partnering. I think it will pay great dividends in the

future. I know that across the commands that each one of us in each one of the commands are working this issue very very hard.

General Schwartz: Mike let me go ahead and shake the stick if I can.

I think what you have seen here today is the breadth of the leadership team, all those things in which we're engaged as a family. I'd just like to leave you at the wrap here with the following foot stompers.

Our standard is precision and reliability in all of our activities. We collectively have to bring back this notion of compliance in our everyday routines. All of us have to practice the art of leadership within, certainly within our own elements and within the teams where we get that worthy work as General Corley mentioned done.

Finally, the final thought here from all of us is that the thing that has made our Air Force great, whatever the discipline, is consistency of performance. Leave here today rededicating all of ourselves to this fundamental ethic of consistency and performance and we will be ass-kicking good. Thanks very much.

[Applause].

Moderator: Just one second. I'm going to read a card that came from the audience that doesn't have a name on it. It's for General Schwartz. It says, "All of our kids and all of our hopes for the Air Force are in your hands. We cannot thank you enough for stepping up and changing your life for all of us."

On behalf of everybody in this room, the audience and AFA, sir, thank you very much for a great session.

[Applause].

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