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Secretary of the Air Force
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Well, thank you, Mike, and thank you AFA for this great turnout in Florida. This is a great opportunity to get out of the cold weather, at least for a few hours. And thanks for AFA's great support of our Air Force. Your education and outreach activities are much appreciated by our airmen.

I was reminded on the way here that it was 60 years ago today that Captain James Gallagher and his crew started the first non-stop flight around the world. They flew a B-50 Superfortress called *Lucky Lady II* on a flight plan that read, "Departure: Carswell, Destination: Carswell"; just a few miles in between. Back in 1949, it took four air refuelings to bring Capt. Gallagher and his crew back home. We used the KB-29s to support that mission, and like today's joint and coalition operations, Capt. Gallagher's feat would not have been possible without air refueling, a capability that sets us apart from many other militaries around the world.

This year also marks the 40th anniversary of the first landing on the moon by the crew of *Apollo 11*. *Apollo* not only ignited America's interest in space exploration, but it laid the foundation both for launch and space vehicle technologies that formed the basis for the Air Force's future space programs, and in the world of cyber, the progression of technology has been even more rapid.

Forty years ago, Intel announced a new RAM chip with significantly larger memory capacity than had ever previously been produced—1 kilobit. And 10 years later, Intel introduced its new 8086 microprocessor, allowing PC users the ability to access up to 1 megabit of memory.

These anniversaries in the air, space, and cyber domains remind us of how far we've come as an Air Force, and the rapid pace of technological change which we must anticipate in planning for the future.

What I'd like to do today is briefly review the Air Force's accomplishments over the past year and then address how Gen. Schwartz and I are approaching the strategic and resourcing challenges ahead. But first thing's first—I'm proud to tell you that your total Air Force team of regular, reserve, guard, and civilians—along with our joint partners, continues to provide world-class air, space, and cyber capabilities for our combatant commanders, and the scope and diversity of their efforts are truly impressive. In the last year, the Air Force has flown over 99,000 sorties in the wars in Iraq and Afghanistan. We've also accelerated the production and deployment of unmanned aerial systems, UASs, and last year the MQ-1 Predator surpassed 400,000 flight hours. We're currently operating 35 UAS CAPs and have begun operations with the much more capable MQ-9 Reaper in Iraq. These systems are making a tremendous difference for our ground forces, and we will further build on that success when Project Liberty, the MC-12 operations, begin in May.

As a Total Force, America's airmen and their civilian counterparts have launched over 1 million sorties since 9/11. This includes delivery of MRAP number 10,000 in Iraq and Afghanistan last fall, and it reflects our commitment to supporting today's fight whenever and wherever needed.

Space capabilities are also critical to today's fight, and the joint and interagency demand for these capabilities is rapidly increasing. As stewards of a significant portion of DOD's enterprise we are working with many space partners to drive greater efficiencies and effectiveness into our space operations. Last March, for example, we established the first space wing within the Air Force Reserve, a tremendous milestone for the Total Force team.

And last year, working closely with the National Reconnaissance Office, we also initiated a space protection program, to systematically review the survivability of our space-borne assets and their supporting architecture. We also started a series of efforts to identify how best to improve our space situational awareness, not only by adding future sensors, but also by better integrating and managing the data from existing sensors. This is a critical capability for both the tracking and classification of objects in space, and one that is becoming increasingly important to any government or commercial entity operation in or through the domain of space. And I would be remiss if I did not acknowledge that our launch record now stands at 59 consecutive successful medium or large operational launches of national security space satellites.

And like space, stewardship of the Air Force nuclear enterprise is also rightfully consuming much of our attention. As long as the Air Force is entrusted with portions of our nation's nuclear arsenal, regardless of size, we are committed to overseeing this mission with the accountability, precision, and discipline that our nation's most powerful weaponry warrants.

We've established Global Strike Command--Provisional, a new Air Force major command focused solely on our responsibilities for nuclear operations, at its temporary location at Bolling Air Force Base, and we've also identified six candidate bases for the hosting of the new major command. We've established the A10 Directorate, which focuses solely on Air Force nuclear enterprise matters and reports directly to the Chief of Staff. And additionally, focused civilian leadership is being established in the Office of the Undersecretary of the Air Force.

While we made progress in the nuclear area, much work remains. We are deepening our bench of nuclear expertise, and as Global strike command matures, our nuclear experts will be able to envision a clearer career path, one that reaches all the way to the top of our United States Air Force. We're also improving our nuclear inspection processes. Nuclear inspections are a key component for establishing the culture of accountability, precision, and discipline that we expect in this all-important mission area, and for applying consistent standards, and then tracking our performance over time.

In the cyberspace domain, our weight of effort is focused on standing up 24th Air Force, which will be established this year, and will be reporting to Air Force Space Command. Throughout our discussions on cyber, we've been mindful of the joint and interagency nature of this work and we continue to discuss how to align cyber authorities and responsibilities to get the most out of our capability. Clearly there are cyber equities not only within Title 10, which governs the Department of Defense, but also Title 18 for law enforcement and Title 50 for intelligence. Joint operations depend on cyber networks, so in concert with OSD, we are working with combatant commanders, interagency partners, and the intelligence community to refine the requirements and priorities that will help us to right-size the Air Force cyber force going forward.

Of course it is our airmen and the civilians who do all this work in air, space, and cyberspace. They and their families are the Air Force's most precious asset. Without them our equipment, operations, and supporting infrastructure would all simply grind to a halt. We want our workforce to experience the kind of quality of service that attracts the best talent America has to offer. This means ensuring our personnel are assigned meaningful work, with the right jobs and tools to get the job done, that our personnel programs are up-to-date and are consistent with current circumstances, and that our policies and expectations reflect our core values of integrity, service, and excellence.

As part of our commitment to all airmen, especially those in the junior ranks, we fenced funds and expanded eligibility for retention bonuses this year. Also helping to enhance quality of service is the recent federal stimulus legislation, which provides the Air Force with over \$300 million in military construction for dormitories and child development centers, and over \$1 billion to upgrade current facilities and infrastructure.

It's in the junior ranks where we also first see how changes in national demographics are reflected in our Air Force personnel. The Chief and I are committed to fostering a diverse workforce, one that reflects the nation that we serve and to cultivate work environments where Air Force personnel feel valued and empowered to contribute their unique strengths. By fostering respect and pride in our diversity, we strengthen teamwork, and the effectiveness of this teamwork is underpinned by precision, reliability, and discipline, all of which are critical to our Air Force culture.

Discipline will also be critical as the Defense Department and the government in general feels the effect of the current economic crisis. As Secretary Gates said recently, "The spigot of defense spending opened by 9/11 is closing." Several hard choices lay ahead for DOD, the Air Force, and our sister services; choices that need to be informed by many different perspectives.

I've seen both generous and lean cycles in defense spending in my over 30 years in Washington and in my experience, whether the budget is going up or down or just holding its own against inflation, this is all about finding the right balance. We must find the right balance between prevailing in today's operations with today's capabilities while simultaneously investing in new capabilities and force structure to meet tomorrow's threats. The United States

Air Force is all in for today's joint fight and at the same time is making investments today that will shape the future force in the year's to come.

Today's Air Force spends about 36 percent of its annual budget on military construction, research and development, and procurement—the core elements of investment. With potentially fewer resources ahead, we need to take a hard look at how we manage our investment accounts. More than ever, we need assurance that our acquisition programs can be executed successfully. With today's fiscal pressures, there can be little margin or tolerance for cost or schedule overruns. Our overarching acquisition approach is becoming more cost-averse and less willing to accept high levels of technological risk. Exercising greater fiscal responsibility also means that we should take a more cautious approach to new starts.

Second, a balanced approach means posturing the Air Force to provide capabilities across the spectrum of conflict, from building partnerships in peacetime through irregular warfare and conventional major combat operations all the way up to our responsibilities for strategic deterrence. To guide these efforts, we have refined, in conjunction with the other services, a list of 12 core Air Force functions, such as superiority in the three domains of air, space, and cyberspace, nuclear deterrence operations, personnel recovery, and others. These core functions help us define how each service contributes to the joint team's ability to execute its diverse missions and responsibilities. Among these functions are not only the missile-launching, bomb-dropping direct attack capabilities, but also the C2, the ISR, and other critical enabling capabilities. These core functions provide yet another frame of reference for balancing strategic priorities, tradeoffs, and risks.

Across the spectrum of conflict and our core functions, we will always have niche or special purpose capabilities. At the high end of the spectrum are nuclear forces; they are a special purpose capability, indeed, that is focused on deterrence. The probability of their use is low, but the potential consequences for the nation are high. So we must and will continue to ensure that these deterrent forces are safe, reliable, and mission-ready at all times. At the low end of the conflict spectrum are our special operations forces, or SOF, which are also special purpose forces. Tailored for irregular warfare, they are extremely flexible and exceptionally trained, but they focus on a relatively narrow part of the conflict spectrum, and they are limited in number. We have other niche capabilities across the Air Force, but between these two ends of the conflict spectrum lie general purpose forces, such as our tac air and fighter attack forces. Our challenge is to achieve the right balance of resource between special purpose and general purpose forces, and in the general purpose combat forces associated with high-end operations, our high-power edge, we are seeking greater adaptability and flexibility. We are pursuing these same attributes in our enabling capabilities—in ISR, in command and control, airlift, and cyber—to increase their benefit to the joint team across the spectrum of conflict.

In finding the appropriate balance in capabilities across various domains, functions, and missions, we must also ask how can we do this more effectively and efficiently across the Total Force? We need to think hard about how we

distribute our diverse missions and responsibilities among the active and reserve components, the civilian workforce, and our contractors who support us. Total Force integration has opened the aperture for how the Reserve and Guard contribute to the joint team, creating some exciting new partnerships between the active and reserve components. We need to build on these accomplishments by putting some brainpower against total force integration part two.

Finally, at the highest level, a more balanced, driven approach means that we may find ourselves working with new partners on the national security scene. The need to build partnership capacity with allies and others abroad is growing, and across the US government, the view of who contributes to the national security agenda is becoming more comprehensive and as a result we'll likely find ourselves interfacing with an expanding list of departments and agencies with national security equities.

As we work through these challenges of anticipating future technologies and threats and finding the right balance of capabilities, as always Gen. Schwartz and I and our entire leadership team remain committed to the overriding goal of providing the best combination of air, space, and cyber power possible within the resources provided. And we remain equally committed to building upon the capabilities given to us that we inherited from other Air Force leaders from the past, so that today's young airmen who will grade our work 20 years from now will have the tools necessary to accomplish whatever national security tasks our nation needs done.

Thank you all for participating in this conference, thank you for AFA for your great support, and may God bless the United States Air Force. (Applause).

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