

Panel: Expeditionary Air Operations

**General Roger Brady
General Howie Chandler
General Arthur Lichte**

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General Dunn: This afternoon I'm delighted to put together a panel of three distinguished leaders on Expeditionary Air Operations.

Participating is the Commander of Pacific Air Forces, Air Component Commander for U.S. Pacific Command, and Executive Director Pacific, and Air Combat Operations Staff at Hickam Air Force Base. Please welcome the Commander of Pacific Air Forces and winner of the long distance travel award for this meeting, General Howie Chandler.

[Applause].

Our next participant is the Commander, U.S. Air Forces in Europe, Commander NATO Allied Component Command, and Director of Joint Air Power Competence Center, Ramstein Air Base, Germany, winner of the second longest award for distance, General Roger A. Brady.

[Applause].

Our final participant is the Commander of Air Mobility Command at Scott Air Force Base, Illinois. He has all the big airplanes to travel from, and he's the closest to Florida of the panel. Please join me in welcoming General Art Lichte.

[Applause].

What we thought we'd do is ask each of the three leaders to give a short three to five minutes on what's going on in their command, and then we'll open it up for questions and some dialogue.

General Chandler, would you like to lead off?

General Chandler: First let me say aloha, and what a pleasure it is to be here.

This particular group doesn't need an introduction to how large the Pacific is, I'm sure. Half the world's surface, half the world's population, 36 countries in

servicing PACOM who is our combatant commander in the theater.

The thing that has created a lot of interest, I think, in the Pacific is the impact that the Pacific Rim has on the global economy. Fully a third of the global economy's output occurs in the Pacific Rim. Four of the ten largest economies in the world are found in the Pacific. In fact the Pacific Rim output equals that of the European Union and also it comes close to equaling that of the United States.

All this, if you will, with a foundation of a series of natural disasters and humanitarian crises which in some strange way has acted to bring together what used to be a group of bilateral type relationships to one that is now tending toward multilateral, particularly in the areas of humanitarian assistance and disaster relief. Transnational threats including terrorism, drug trafficking and piracy. Six of the world's ten largest militaries are located in the region, including Indonesia, if you will, with the largest Muslim population in the world.

All of that produces a fairly interesting day's work for the PACAF Commander and the other folks in the Pacific that are out doing great work every day.

I would tell you that when I first arrived there just a little over a year ago, General Paul Hester had established four priorities. We did not change those priorities for a couple of reasons. First, they're pretty doggone good priorities. They also match very closely with what our combatant commander expects us to do. And they also match closely with what our Service Chief expects us to do in the way of priorities.

Secondly, quite honestly, we had had just about all the churn that we needed in the command. It was time to try to settle in and focus on four things.

First, posturing our forces where the combatant commander needs us to posture them. We will have three of the seven programmed F-22 squadrons in our Air Force located in the Pacific. Two of those will be in Alaska and one in Hawaii. We currently have the only two overseas assigned C-17 units in the Pacific -- one in Hawaii and one in Alaska -- which have paid big dividends for us in our ability to reach around the theater.

Global Hawk will bed down next year on Guam and we project global vigilance, reach and power from what we call the strategic triangle, and we've called the strategic

triangle for a number of years, with our main operating bases in Alaska, Hawaii and Andersen on Guam. Supported, in large part, by our overseas locations, first in Japan, then in the Republic of Korea. Japan being the cornerstone of the relationships that we have throughout the Pacific Rim, the Republic of Korea being a very, very important ally. I would also tell you in my travels around the theater, while many other nations don't necessarily want to be called allies, I have not met a nation yet that does not want to be a partner of the United States Air Force. All the way from India, and obviously places like Thailand, Indonesia and Malaysia, Singapore, the Philippines, and in fact Vietnam where we have established at least the rudimentary beginnings of what I would consider to be a relationship that will grow in the future.

A second priority we have is to provide responsive combat capability for Admiral Tim Keating in PACOM, whether that be on the Korean Peninsula, on the defense of Taiwan, or a subset of that as we spoke earlier about humanitarian assistance and disaster relief.

Thirdly, contributions to security and stability. We're in phase zero every day in the Pacific theater. You simply cannot surge engagement. That's something that we work very very hard at and have worked very hard at since the end of World War II.

I would tell you that the forward deployed forces that your United States Air Force and those of the other services have in the Pacific, have in fact provided a security umbrella that have allowed the Pacific to develop in the way that we see it today where we're not necessarily at war, but we're also not at peace. But it certainly has had a huge contribution to the economic developments that we see happening in the theater.

Lastly but not least would be to care for our service members and their families. We have 45,000 active duty, Guard, Reserve, and military civilians that do great work every day, many of those on the Korean Peninsula without their families. Our job is to provide the services that they need to be able to continue the work that they do.

I think I'd go ahead and close there, Mike, if I can, and pass the mike down the way.

General Dunn: General Brady, do you want to start next?

General Brady: Thank you very much.

There are some common themes between PACAF and USAFE. And first of all, thank you Mike for this opportunity.

I did much the same thing when I came to USAFE just over a year ago. I saw a lot that Tom Hobbins had done, and he had done a tremendous job I think, so I tried to change as little as I could because the command had been through enough churn, it seemed. So we kept many of the logos and slogans that Tom had had in place, the most prominent of which was Ensuring Freedom's Future. I think that's a large part of what we do in Europe.

As Howie said, we have adapted the Air Force's main priorities, but in addition to that we really have four lines of operation in USAFE. We feed the fight, our number one priority, given to us by OSD and accepted, obviously, by General Craddock, EUCOM Commander, is to feed the fight in CENTCOM. We have, of our eight, count them, eight fighter squadrons in Europe we have at least two of them downrange at any one time. Two hundred fifty days of last year we had at least one and usually two fighter squadrons in CENTCOM.

We provide access principally for General Lichte's folks. We're the landlord for and provide support at Ramstein, Fairford, Marone, Loges, Mildenhall, Spang for mobility operations that provide access and influence in furtherance of U.S. objectives.

We're also to provide a deterrent air power as part of the NATO alliance. And we partner with allies. We've been partnering with allies for a very long time, as Howie suggested, but it's become more prominent in our lexicon of late, and it's extraordinarily important.

There are 51 nations in our AOR. As Howie said, there are really three economic centers of the world -- North America, Europe and Asia -- and they're all about the same size in terms of GDP that they produce.

We do \$2 billion of business per day with Europe so they continue to be an extraordinarily important trading partner.

There have been more than 30 terrorist attacks in Europe since 9/11. Some of them major ones, such as Madrid, Istanbul, London. And more than 130 terrorists have been rounded up or killed in the process of those.

Even more frightening, those terrorists, a growing percentage of terrorism in Europe is perpetrated by second

and third generation residents of Europe. So Europe has its own challenges in that regard.

Six of nine F-35 partners are in Europe. Most importantly, I think, we are in Afghanistan, as you know, with 41 countries. Of the 40 partners that we have in Afghanistan, 34 of them are from Europe. I think it's instructive. Mr. Biden at the Munich Conference just recently said, "Americans and Europeans still look to one another before they look to anyone else." So our European partnership is extraordinarily important to us when we try to defend the ideas of freedom around the world. We always find partners in Europe.

There's a lot of debate about whether they're doing as much as we would like them to do or if they're doing it the way we would like them to do it. That's a fair discussion, but the fact is they're the ones that are there and we must continue to partner with them.

That becomes increasingly a challenge for us because this is not your mother's USAFE. It's not nearly as big as we were in the past. We're much smaller for some reasons that are understandable and appropriate. But just to give you an idea of the scope of the challenge as we build partners, in 1990 there were 25 fighter squadrons in Europe. Today, as I said, there are 8. In 1990 there were 16 NATO partners to partner with. Today there are 26 and in a few weeks there will be 28. So this makes it a huge challenge.

All of those new partners that have come on since about 1997 are also former Warsaw Pact folks. Great people with huge talent, huge energy, delighted to be in the western camp. With great political will. They tend to be, as our Chief likes to say, all in. They go where they need to go for the benefit of the alliance and for themselves without caveats largely. But their capability does not match their political will, so it's very important for us to have the capability to partner with them and that's probably the biggest challenge we have going forward.

About 39,000 people, a little bit smaller than PACAF in terms of all of our folks. It's a pretty good place to be. We have all the challenges, probably no more, no less than the rest of the Air Force, but doing an important mission.

Thank you.

General Dunn: Thank you, General Brady.

General Lichte?

General Lichte: Thank you, Mike. Thank you for the opportunity today along with Mr. Joe Sutter and the Air Force Board. It's always a great opportunity to come down here.

I heard General Chandler start off by wishing everyone aloha. I expected General Brady to say something like guten tag. So I wanted to make sure I was prepared to speak in my own native tongue as well from New York City, so how ya doing? [Laughter].

It's nice to be down here in Florida, just a little bit north of our spring training camp for the New York Yankees. I'll let you guys fill in whatever jokes you want, you can tell me later.

It's interesting to be able to speak certainly with these two gentlemen here because Air Mobility Command really serves the world. The world is where we do our missions. When NORTHCOM and STRATCOM spoke earlier today, I was sitting out here thinking what a great and wonderful Air Force we have. So complex, and yet we do things around the world. And in Air Mobility Command we do that. We support every one of the combatant commanders. As a matter of fact I'm proud to be here to represent the 132,000 total force airmen that are in Air Mobility Command out performing missions today. Some 8,800 of them are deployed right now to the CENTCOM AOR supporting Lieutenant General Gary North who I saw wandering around here; and today we'll fly approximately 65 to 70 percent of his sorties. They'll be mobility sorties.

And if you were to look around the world, today we are flying 1,008 missions around the world. We like to say that that means one mission every 90 seconds. Somewhere around the world every 90 seconds there will be a big Air Mobility Command aircraft rolling down a runway. And today we are above that, so that means even more frequently than one every 90 seconds one of your Air Mobility Command aircraft is rolling down a runway somewhere in this great big world.

We're proud of each of the men and women that serve that mission and I've got to tell you, it is a total force mission through and through. We cannot do our mission in Air Mobility Command without the full support of the National Guard, the Reserves, and our active force as well as civilians and as well as all the other partners in the CRAF.

So it's a very complex system, but I've got to tell you, we're proud to do it. The quick ten second snapshot of health of the fleet -- strategic lift, we're doing great. Just took delivery of the 183rd C-17, going up to 205. We just delivered the first C-5 reengined, the RRRP program aircraft to Dover.

We're doing very well in tactical airlift. We're going to 132 C-130Js. The AMP program is off for the C-130 business as well. Our DV lift aircraft are doing great. They continue to fly around the world and fly our national leaders, to include the President of the United States, and we're very proud of him. Where we have a hole, and you all know it, is on the tanker side with our 414 KC-135R models that are averaging right around 48 years old. Plus we've finally got to be able to retire some of the E models. They'll be heading to the bone yard. But that leaves us at a little bit of a shortage on the 135 fleet, and then of course we have 59 KC-10s that are 25 years old that we haven't done anything to modernize in the last 25 years.

So airlift is doing great. Aeromedical evaluation is doing great. The tankers not so great. We can talk about that in any of your questions that you have.

But thanks again, Mike. I'll turn it over to you.

General Dunn: Thank you, General Lichte.

Let me start with the questions. The first one for you three are kind of regional type questions. General Lichte, let me start with you.

The resupply in our forces in Afghanistan given some of the logistic challenges of fuel on the ground, and now the closure of Manas, how is AMC doing some of these missions and what are the long poles for you in getting in and out of there?

General Lichte: You do hit on one of the most challenging areas we have as we look at Afghanistan and how we're going to respond. We went out in conjunction with General North and the people over at AFCENT. We sent joint assessment teams to all the bases in Afghanistan to make sure that we're prepared for any of the increased flow.

One of the big things, as you just alluded to, is the lack of fuel in some of those places. So we can get equipment in, we can get the soldiers and marines in, but it's hard to sustain an operation when you don't have enough fuel.

At all the locations we looked at we've kind of taken kind of a snapshot or flashback all the way to the Berlin Airlift and say how can we expedite aircraft coming through the AOR? So we're looking at reducing time, velocity.

We have new MRAPs that are moving into Afghanistan right now. We're delivered the first couple of hundred. The rest will be delivered by sea, because we do work closely with TRANSCOM in an intermodal relationship.

We also brought in the first 600 relocatable buildings. The rest will go in on sealift. But we're already moving forward, trying to improve every one of the locations that we operate at or through in Afghanistan, and Manas of course is very critical to us. We're still working very hard. We have seen and heard the message that they've given to us but we're still looking at options to fill in that gap. All challenges, but in working with AFCENT and CENTCOM I think we'll be able to do it. We're certainly prepared, we're certainly ready, and the great initiatives that the people have taken to expedite and move velocity, we'll be ready for anything that comes.

General Dunn: Let me follow up just briefly on that one and put you on the spot one more time. Are there countries that you would like to have access through that you don't right now? That Russia, some others, I don't know if there are countries, and tell me if you can.

General Lichte: Obviously that's one of the limitations. But I would say that's more of CENTCOM and the people out there that are working all those relationships. Our job at Air Mobility Command is to figure out whichever country we go into or whichever country we have overflight permission and work to get clearances and everything else, that we'll make it work.

So there are many many work-arounds that through the creativity of General North and his folks that we're able to implement and we'll continue to operate that day.

General Dunn: General Brady, we glibly roll Africa off our tongues like it's something there, it's small, is about the size of Europe and is not very far away. You're in the throes of putting together the air component for Africa Command and have been supporting the command. Can you give us an idea of some of the challenges you faced in that larger endeavor?

General Brady: Yes. The Air Force made a commitment to stand up 17th Air Force as AFAFRICA, a component to AFRICOM. General Ron Ladnir, a great choice, will be the

commander there. Former TACC Commander. And Mike Callan, a special operator, is the Vice Commander there, BG Mike Callan. They are at Ramstein.

A couple of challenges, and there are people in the audience that speak to it better, I think Mike Snodgrass is out there. But part of the challenge initially was, the Air Force has a challenge just with personnel in terms of rated expertise. There's a lot of rated expertise in a numbered air force, so just getting them manned up has been a challenge. It's getting better and we've gotten a lot of support from the personnel center. So I think they're starting to get well a little bit. But they're also using part of the 603rd AOC so they don't really have an AOC yet, and yet they're supposed to be a full occupational capability by 1 October.

So they're doing great work, there are some talented people there. There frankly are not enough of them yet to do the things they need to do. There are I think a couple of airplanes, 130s, that have been chopped to AFRICOM and a couple on PGDO, I believe. But four 130s, I think Mike Snodgrass could tell you, four 130s probably doesn't do it for the continent of Africa.

With the new administration on board I think it's unclear exactly what the emphasis and what will happen with AFRICOM. But we are providing as much support as we can from Ramstein and from USAFE and of course AFRICOM is going through the RFF process. A very friendly, easy thing to do, so they're going through that process for resources, but there are huge challenges ahead with some very talented people.

General Dunn: General Chandler, Guam. In the next five years or so Guam is going to be building up. Do you see an increased use of it? What do you see out in the future for Guam in terms of not only Air Force but Navy and UAV type deployments?

General Chandler: As you look at Guam today we have B-2s as well as F-22s on the ramp along with the F-16 Aggressors, and not so long ago we had Japanese Air Self Defense Force E2 Hawkeyes and some of their F-2s. You'll see that trend continue.

We've rebuilt one of the runways on Guam. We're getting ready to rebuild the second runway at Guam and do a lot of pavement repair in preparation for what I think we will continue to see for as far into the future in terms of rotating bomber presence as well as a tanker task force on

the island, and then seasonal rotations of theater support packages of fighters.

General Phil Roman at the 36th Wing has about three 50-year decisions on his plate right now. One of which is joint basing. That will be our first joint base in PACAF with the joint region Marianas. He's working ISR and strike bed-down as far as the Global Hawk itself is concerned. As well as how we're going to work that particular system with a number of our allies. We've conducted several Global Hawk capabilities forums throughout the theater which gets a lot of interest in terms of how we work together with some of our partners there to work Global Hawk, or not necessarily Global Hawk, but high altitude, long endurance UAS type systems.

At the same time he's also looking at having 8,000 new friends in terms of the Marine bed down on the island. The one thing that we have to continually say, and this is all in the spirit of jointness, but when someone shows up on Guam and says look, we've got a clean sheet of paper here on Guam and we're going to bed down 8,000 Marines, Phil's job is to say well, not exactly. We've got an Air Force installation here that we have fought two wars from that we're working very hard at integrating into our system, so if we do this correctly we don't have to fight again.

So at the same time we're bedding down 8,000 Marines we're looking at how we integrate all of that with how the Air Force does business on Guam.

So I would tell you as you look toward the future, the Japanese of course have started some of the initial funding for the Futenma replacement which is the lynch pin and the trigger point, if you will, for the whole domino set to fall in terms of the bed down on Guam itself.

Everyone is committed to this, we're continuing to work toward it. The pace will be something that remains to be seen as we work our way through this, but you will see in my opinion the Marines' move to Guam.

That's going to give us a fair amount of synergy in terms of our ability to not only work with them, but at the same time work on new ranges on places like Saipan and Rota and Tinea where that then starts to enhance our air to surface training capability to go along with the already robust air to air range capability there on Guam itself.

General Dunn: This next one is because you all three have a sizeable majority of your forces deployed all the time. The question says if you were king, but come to

think of it, you all are kings. If you were king would you urge the Air Force to have more of an emphasis on cultural programs, language immersion and those type of things?

We'll start with General Brady since that was his responsibility before he became commander of USAF.

General Brady: If I put on a corporate hat, yes, the Air Force clearly needs to do that because, among other reasons, because Steve Lorenz needs a larger share of the budget. [Laughter].

It's not quite as important in Europe, frankly, as it is perhaps in the Pacific or in an Eastern culture. What I need is just airmen to deal with 51 countries and general purpose forces.

I don't want to dismiss cultural realities because we need to be sensitive to and attentive to the history and culture of the nations that we're dealing with. But there's less of a gap in Europe than there is some other places in the world.

So I'm happy to just have airmen who know their job and are eager to communicate with a NATO partner. That's pretty much enough. If I could get more of that I could do a better job than I'm doing now in partner building.

General Dunn: General Chandler?

General Chandler: Mike, I would tell you that the Air Force emphasis on language training as well as our [pull mil] officer activities is already paying what I would consider to be dividends in the Pacific.

I've heard the analogy that teaching someone a language without teaching them culture is somewhat akin to giving them a car and not teaching them how to drive. I would tell you, that's pretty much true when you're dealing with 36 different countries and a lot of different cultures. But I think we're headed down the right road in terms of language training. We'll take all the cultural training we can get. But hats off to Bruce Lemkin for some of the things he's done in terms of [pull mil] activities, the fact that the Air Force -- a lot of this starts at the top, by the way, because the Air Force funded a political advisor for the PACAF Commander. That in itself has paid big dividends as well.

So I'm pretty well heartened by what I'm seeing, and I think it's starting to pay dividends, particularly in our country directors in the headquarters.

General Lichte: Mike, I'd just add on there, I think this kind of builds on what you just heard the Chief talk about on diversity in the United States Air Force. When we send our crews all around the world, we do try and look within and see if we have people in our own ranks that can speak the language, who understand a little bit about the culture to put them on there, depending in what particular mission we go on. It has paid dividends for us. Not only the air crews, but our Ravens that go out to protect the airplanes. If we can find people who can identify and talk with some of the people around there, it really helps diffuse any tight situation that may arise.

General Brady: If I could just tag on a little bit, something I emphasize to Steve Lorenz every now and then when I talk to him is the best money we spend, in my view, is when you talk to a wing commander in Bulgaria who's an Air War College graduate, or you talk to a MiG-21 pilot captain who's an SOS graduate, it is just like talking to our guys. That is the dividends that that pays is incredible. Because the guys that they send, the few slots they have, the guys they send to school at ACSC, Air War College, SOS, --

General Dunn: And NDU.

General Brady: Yes, there too. [Laughter]. They are going to be the Chiefs of Staff of their Air Force. So that's something in Steve Lorenz's budget I'd fight for. We really need to continue to do that. It has built us huge dividends.

For example, almost every senior German leader has got U.S. pilot wings on. That is a set of common experiences that we have with them that yields us huge benefits. So we must continue to train and educate with our partners. I think it does more for us than probably any other money we spend in this area.

General Dunn: Thank you.

The Air Force has got a number of very large programs that we're faced with. The F-22 production line, more C-17s, KCX, CSARX, next generation bomber. Of all these programs that are out there, would you all care to comment on which ones you need the most in terms of what you see as the future of your particular commands.

I'm going to start with General Chandler because he's got F-22s in this AOR, a sizeable portion of them, so I'll just start with you, sir.

General Chandler: I'm going to agree with Art right off here. I don't know any other theater that's more dependent on the tanker force than the Pacific.

Today our tankers average about 47 years old. No matter how good Don Hoffman and his folks do, and they do very very well, you still end up with a 47 year old airplane when it comes out of depot. Which then in turn we maintain on the backs of the young guys and gals that have to do the maintenance.

Today it takes about seven hours on the ground for maintenance for every hour in the air if you look at what we're doing in the Pacific. So I would tell you that the new tanker is at the top of our priority list as well.

We enjoy the F-22 in the theater. It has done very well. We've deployed it several times. John Corley has sent his folks from Langley out to Japan twice now. The system is being seen in the theater and we're working with our allies with the system.

I would tell you that depending on where we go with numbers, I'd like to see 24 unit equipped squadrons as opposed to 18, just for the utility of the ability to move them around the theater because it is as big as it is. But the F-22 is a great machine.

The C-17 has paid huge dividends for us. We have sent them into China twice since I've been there. Once during the tragic earthquake; the second time was during the snow storms this last winter. We've had two Chinese general officers, one a ground force fellow and the other an airman, into our headquarters, and they will tell you that they will never forget what the United States did for them in terms of humanitarian assistance and disaster relief. That's good.

The second statement or question they ask is, and how did you do that so quickly? Which is something I don't mind them puzzling about, quite frankly. But it's interesting to watch them really be enamored with our lift capabilities in terms of the C-17, not only from the standpoint of what it did for them, but it actually causes them to think a little bit about how they do business.

So I would tell you, if we can keep those three systems, get those three systems into the theater in the numbers that we need them, that keeps us, if you will, in the regime where it is better for our Chinese friends and

our North Korean friends to want to talk to us vice some other method of doing business.

General Dunn: General Lichte?

General Lichte: It's always great when he helps sing the song for us, but the tanker is our number one priority. It's also the Air Force number one priority for acquisition. It's also TRANSCOM's number one priority. And it becomes real easy to see why it is the priority when you look around and see how critical it is in performing today's missions around the world.

We have a need for a new tanker. They were built in the Eisenhower era. They were built before the current President was born. These are old aircraft. I feel very confident that they have the ability to continue to fight tonight, but when I start worrying about what happens 10, 20, 30 years down the road, unfortunately the answer still comes up that we're going to be using KC-135s.

This January 1st through January 7th of this year we celebrated the 80th Anniversary of the refueling of the Question Mark. That was an airplane that took off, flew over the Rose Bowl, they kept it airborne for the six days. It's an amazing historic feat, but it's the 80th Anniversary. Imagine those airplanes still flying today and being your primary aircraft. That's what will happen because if everything even continues on the path that it's going on, we will still have KC-135s flying in the year 2040 and beyond. That's a little bit unbelievable to me and that's why the KCX, our number one priority is to do the modernization and recapitalization of the tankers. We've just got to get on with it.

You know that it's been dragging on for a number of years. The price continues to go up. We need to step up to this because at some point if we have a catastrophic problem with the KC-135, then our nation will have to rush, put all their money into that one weapon system, and we'll have to bring it on as quickly as possible.

What we're saying is you've got to start now. Let's take a bit out of this elephant one bite at a time, and let's start replacing the tanker, recapitalization of the tanker fleet, as quickly as we can. That's my number one priority.

General Dunn: Before General Brady answers, you do, to follow up, I think you told me last time that you do have tankers in AARP, at least eligible to join AARP. That's a growing issue is what I understand.

General Lichte: That's correct. And the young guy, the KC-10, 25 years old but we haven't modernized it. So it needs new avionics in order for it to continue to fly in the European airspace as well as some of the spots in the United States by 2015. So we've got to do something.

KC-10 was going to be our bridge as we brought on the new tanker and we were going to modernize that and keep it going as we brought KCX, KCY and KCZ on board. Unfortunately that didn't happen. We lost money over the years. So now we sit with a KC-10 that has a lot of life left in it but it needs modernization of some of the avionics.

General Dunn: General Brady?

General Brady: My favorite quote from a fighter pilot is when Mike Short said, who was the CFACC during Allied Force, said "The one capability that makes us different from every other Air Force in the world is air refueling." It's still true.

I can put a tanker up out of Mildenhall, you put a tanker up and they will come. Everybody in Europe wants to be AR qualified. We have asked NATO to be expeditionary. They quickly figured out that you're not expeditionary if you can't air refuel and if you don't have lift.

It's a huge capability and our tankers at Mildenhall are as old as anybody else's. It is the coin of the realm, tankers, I believe.

F-35 is critical to maintaining leadership in NATO and Europe. We're programmed to have it. And we're in the process of trying to pull that arrival to the left.

A really, really exciting program is a strategic airlift consortium, C-17 at Papa, Hungary with a number of allies. We have a guy named John Zesworski is the commander in Papa, Hungary. His deputy is a Swede. The Fins are the next largest contributor. That's an exciting program. I think that's another build it and they will come. People are going to find out what you can do when you have lift and that's a great program that we're excited to be a part of.

General Dunn: The next question comes in a number of different forms, but it talks about partnership building in coalitions. Can you give us an idea what you all are doing in your various commands to build partners, especially with some places where I guess partner is not necessarily the

best word. In General Chandler's case you've got some mil to mil interaction with China and you've got the same thing, General Brady, with Russia. But what are you doing overall in the command to build this partnership capacity that we hear so much about?

General Chandler: As I said earlier, you simply can't surge engagement. You've got to be there all the time.

We in the Pacific have been forward deployed, again, since the end of World War II in many places, in other places before that. Again, I continue to believe that that is what has allowed us to be where we are today in the Pacific.

But if you look at places like India, and I know our industry partners are interested in what goes on in places like India in the aviation business, when you go back to India it's almost like we picked up where we left off. The Air Force wants to be engaged with the United States Air Force. They would like to fly Western equipment. We have begun a series of exercises not only there, but we have had the Indian Air Force to Red Flag with their SU-30, MKI, and they're a very credible force, quite honestly.

If you look at other partner-like nations in the region, and one of the things that we have been really big on is taking the state relationship that the Guard has and trying to synchronize that with what the Air Force is doing all the way from Mongolia through the Philippines and to other areas around that part of the world. But at some point in just about every country in the Pacific, we have an engagement opportunity. We've been into Indonesia, we worked some with the Malaysians. The Japanese, frankly, are on the verge of jumping the fence between being an air force that was a very very good air force and an air force that's one that can come out and fly with us any where any time, and they're doing very very well at it. They drop live ordnance on the Farilan Islands when we deploy them forward to Guam, and they did that a year or so ago. That was the first time since World War II they'd dropped live ordnance.

Again, when you go into Vietnam, it's very simple. They had asked us how we dealt with bird strikes. Things as simple as that. Where we take a team of safety folks in there and talk to them about how we do our bird abatement programs.

So I would tell you that just about anybody that reaches out we are pretty much able to service. But the point I would make is that continual forward presence and

the continued engagement with various countries so that when something like Mumbai happens, I can pick up the phone and talk to the Air Chief in India, it makes things a whole lot easier to deal with, at least in the Pacific theater, than trying to exchange business cards at the scene of the disaster without doing that. As Roger said, many of those senior officers have been to our schools. They've engaged with the United States Air Force over the years and the relationships are for the most part very very good.

General Lichte: Mike, I would tell you this partnership issue really plays to the strength of air mobility. We can go anywhere with a clenched fist, or we can go with the outstretched hand. When we go with the outstretched hand and helping these other nations, it really makes a difference. It's what we call soft power. It's what we call non-lethal air power, but Air Mobility Command can do that very very well, and we have partnerships around the world.

The type of aircraft we fly, the C-17, the C-130, allows us to do that very easily, especially in the two theaters that we have represented here today. It allows us to get out, it allows us to make new friendships, to build partnerships, and then as those countries start to use the same weapon system, we once again have an opportunity to partner with them. With the C-17 now being flown in Australia, UK, Canada and soon more countries, it allows us to go in and work with those countries in particular.

The 130s are all around the world, and Donny Worster and his AFSOC guys do that very very well to include the different places that they go in.

But overall, I consider this part of the soft power, irregular warfare, whatever term you want to use, the Mobility Command can do that very very well. The mobility air forces. Especially when we partner with our Guard and Reserve guys.

General Brady: Just three quick examples regionally in Europe. There's a wide range of capabilities. In the far north you have, for example, Sweden and Finland who are not NATO partners, they're not NATO allies but they're important partners. They're PFP nations. They are also very credible air forces. They work with us. And again, interestingly, the common denominator is often air refueling. We're working with Mr. Lemkin to get them qualified and requalified in air refueling so they can participate in exercises. My predecessor Tom Hobbins asked the Swedes to conduct an exercise for us in the north.

They're doing that next year and we'll provide some tankers for that.

So those are the things that we do to build relationships.

Air policing. Several NATO nations are doing air policing in the Baltics on behalf of Latvia, Lithuania and Estonia. We are working, and next month we will hold our first symposium with those nations and members of their MOD to talk about how you build an air force, how you develop requirements, how you do long range planning, what kinds of capabilities do you need. So that's all very important.

In the south we're working with a couple of air forces that are trying to get into fourth generation equipment. Bulgaria and Romania. They also have some very good air space that we use. So we are working with them. We have WTDs down there, operational training with them, to work with them, to bring them along. And again, everywhere we go, occasionally you run into one of their youngsters who is, in Estonia one of their eight majors in their air force is an Air Force Academy graduate and an ACSC graduate. Trust me, he is the bright light of their future and he will be at the symposium next month helping us think through how do we build this Estonian air force.

The fighter wing commander in Bulgaria, as I told you, an Air War College graduate. It's these relationships that Howie mentioned that we must continue to build and that we continue to build by our forward presence and our constant revisiting these folks and build the relationships that have made the alliance and our partnerships effective to date.

General Dunn: Thank you very much. Hopefully when you advise the Bulgarians you don't urge them to adopt a PPBS-like system that we presently have.

Unfortunately we're out of time, and I apologize. We have an overwhelming number of questions. I want to thank the audience for helping us moderate this panel. We are blessed today with these three great leaders, and I think our nation is blessed, as the Chief said, for what they do for us every single day.

Thank you all very much, gentlemen.

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