General W. Fraser: Thank you very much. I want to thank you, the AFA, and all its leaders and the staff that works so hard to put on these tremendous events.

I want to also welcome everybody here this morning. As you know, we’ve had a few changes to the schedule. To all our other senior leaders that are here, thank you very much for being here.

It’s kind of interesting. I have not figured out yet whether I drew the short straw or you drew the short straw, but I’m sure we’ll all agree that we’ll be much better off after hearing from the Vice Chief a little bit later today.

It’s great to be here. Let me tell you, though, in all seriousness, the chance to kick off this, the 27th Annual AFA Air Warfare Symposium is indeed an honor and a privilege. These conferences provide us an opportunity for a dialogue. Sandy, you already mentioned that. It’s a dialogue on issues that are facing our Air Force, very serious issues that are facing our Air Force.

It’s also a critical time, and we hear that from a number of different speakers. It’s a critical time both operationally and fiscally, and it’s important that we hold these talks.

As you all know, we usually have the Secretary kick off this conference, but he’s doing his part in a dialogue of a different manner and with a major stakeholder. He’s going to testify before Congress on our strategy and our goals for FY12 later this afternoon. But we are going to get to hear from him because he will be joining us tomorrow and we look forward to that. But what he and General Schwartz will talk about today directly relates to what I’d like to speak to you here about just for a few minutes this morning. That is our strategy for the future.

In their testimony and in our Air Force posture statement they’ll talk about the importance of readiness across the entire
They’ll also talk about how we must remain the most flexible and agile combat Air Force in order to maintain our readiness and our combat capability. As you all know, it’s no easy task. It’s a tough balancing act.

Think about it. We’ve got to maintain our ability not just to fight, but win conflicts across the full spectrum of military operations while considering how we build partnerships for the future. And we’ve got to find a way to keep the lines of communication that we have long considered impenetrable, secure, by identifying methods to maintain our space and cyberspace superiority. Those are just a few of the tasks that lie ahead, many of which you’re going to hear about over the next day and a half.

So with so much on our plate the leadership has now defined our responsibilities into 12 Air Force core functions. They range from nuclear deterrence operations and rapid global mobility to special operations and agile combat support. They’re now managed by a stakeholder. That stakeholder is a major command.

By defining these ideals we now enable a framework by balancing investments across Air Force capabilities. Air Combat Command is the lead integrator for five of those twelve core functions. They are command and control; global integrated intelligence, surveillance and reconnaissance; air superiority; global precision attack; and personnel recovery. As the lead we have the responsibility now to guide the organizing, training and equipping in each of these areas, and the planning and programming that also goes along with them.

We’ve got plenty of work to do to properly meet what we call the organize, training and equipping, the OT&E role. In meeting those responsibilities, we’re going to have to wrestle with today’s fiscal environment. Rest assured, though, that our focus is going to be on how we maintain our combat effectiveness. So this morning I’d like to spend just a few minutes walking through where ACC and our Combat Air Force is on each of these five areas.

Just to give you a sense of where I believe we’re heading, with a better understanding of where we are and where we’re going, we can have the important dialogues focused on identifying collective ways how to put our warfighters and not our bottom lines first.
First off, command and control. A core function that is required for anything and everything that we do. Command and control in today’s battle space is an imperative. Having the ability to see it all and own the domain is the foundation for our success. Our command and control systems are a force multiplier. They enable us to synergize our Combat Air Force, increase our operational effectiveness, and bring to bear the full effects of combat air power in support of our joint and coalition partners. But they also have to be as unique and as tailored as our theaters are. In the areas in which we use these systems on a day to day basis, but also for the current and future conflicts.

These systems as we look to the future must be sufficiently robust, scalable, flexible, and rapidly deployable, enabling our theater commanders to fully exploit air, space and cyberspace domains. In this area we’ve got a lot more work to do. To meet the needs of those combatant commanders, our aging theater air control systems and integrated air and missile defense systems need to be modernized. We are, however, making some headway in these modernizations. I am optimistic in the progress that we’re making in the three-dimensional expeditionary long-range radar, or as a number of us know it, 3DELR. This is planned to replace our TIPSI-75s and will enable us to quickly deploy a tactical ground-based radar for control and reporting and detection, as well as working the theater ballistic missile defense problem.

Another good example is BACN, also known as the Battlefield Airborne Communications Node. It’s a vitally important piece of hardware really known to our forces as that system is flying today in the theater. The BACN on-board, the Block 20 Global Hawk is performing very well. It now has over 600 hours in the CENTCOM AOR. It’s serving as a high altitude battlefield communications relay.

We also have a bridge with our BD-700s, but I am also continuing to push forward in order to meet the combatant commander’s requirements for 24x7 as we look to the future with additional BACN capability on additional Global Hawks.

Under the command and control umbrella we’re also going to continue to look for better ways to bolster our Air and Space Operation Centers command and control capabilities. We’ve got to work on the interoperability with joint systems and ensure
viability of key command and control platforms like the E-4 National Airborne Operations Center.

The next core function goes right back to the Global Hawk as a platform. It’s agility and flexibility is seen because it’s also used as an ISR platform. The Global Integrated ISR, our second core function, is like command and control in how it serves as a critical enabler to cut across our other core functions. With the insatiable appetite for more and more, we realized early on the importance of this priority.

Our near-term focus is on meeting the demands of the warfighter by continuing to grow our 65 Predator and Reaper Combat Air Patrols. I’m proud to say that we recently stood up our 48th Combat Air Patrol and are on track to meet the requirement of 65 Combat Air Patrols by the end of FY13. This May, though, we’re going to transfer a CAP from Creech Air Force Base to Whiteman Air Force Base. This is all part of our effort to now normalize this enterprise, and we look forward to standing up the 49th CAP later this spring or early this summer in order to meet our requirement of 50 by the end of this year.

I’d also be remiss if I didn’t mention that we’re able to meet today’s requirements and these demands by using the total force -- the Guard and the Reserve and the active duty. We’ve had great success with the remote split operations construct in areas such as the flying training unit at Holloman Air Force Base and the Distributed Ground Stations that we now use to process, exploit and disseminate the thousands of hours of raw intelligence data.

The Global Integrated ISR Enterprise also extends past the Predators and the Reapers. I’m guessing you all heard something maybe about Gorgon Stare. A little bit was in the press. Let me take a second here just to set the record straight.

Gorgon Stare is designed to meet the warfighters’ requirement for a persistent wide-area surveillance capability, and it is doing exactly that. Yes, we identified some issues and some challenges that we had during our operational utilization evaluation, but now we have fixes in place and the crews are being trained and we do not expect any delay in getting this capability forward to the theater. In fact we’re on track to deploy it next month.

I’m also confident that we’re going to learn more about
this system and its capability as we employ it in the theater and we turn our smart young airmen loose with this new-found capability.

As you know, we have been successful in fielding another platform very quickly. It is all now forward meeting the demands of ISR through what we call the Liberty Program, the MC-12. We rapidly deployed the Liberty last year and we’re now on track to normalize that platform. We are awaiting the completion of the environmental analysis that’s ongoing at Beale Air Force Base.

Even after the basing actions are complete, we’ll only have a small portion of that fleet that is located at Beale, and the reason only a small portion of that is going to be there initially is because we will continue to maintain focus on the theater in a majority of those platforms forward, accomplishing the mission. We’ll also have continued added capabilities to this platform as we are in the process of upgrading some of the software on that platform as has been realized by the change of the environment in which we’re operating.

So as we continue to refine our tactics, techniques, procedures and the processing exploitation of this platform, we’re becoming more and more effective with the Liberty program.

In fact not long ago I had the opportunity to fly not only at Meridian in a training sortie, but in the theater, and to watch these young men and women accomplish that mission is really a good feeling.

The sortie that we flew on that particular day was something that we had not anticipated as launched and headed for a certain part of the country. We got retasked. We worked with the individuals that were on the ground, and then later that evening after handing off to some of our other platforms they did a roll-up of three high-valued individuals.

But we’ve also benefited from the ingenuity of our airmen in this mission set by taking the lessons learned and listening to them. So now we are in the process of fielding the Distributed Mission Crew Concept. The DMCC, as we call it, greatly increases the situational awareness of our airmen that are doing the processing, exploitation and dissemination. This is allowing them now to listen and in the very near future to actually make transmissions as they are connected to both the
aircraft and ground communications with ongoing operations. Capturing ideas like this is one directly from our airmen. It is increasing our effectiveness and the output across the entire board. So we will continue to flesh out our tactics, techniques and procedures for this and make it even better.

Just the other day I had General Odierno, Joint Forces Command Commander, over at a Distributed Ground Station. We arrived shortly after one of the crews that is working on this DMCC had worked with a ground team that was forwarding the theater to be more effective in taking down a couple of other high-valued individuals. Because as the team arrived on-site to go into a complex, it was the individual that had been studying this for some time that communicated directly with the folks on the ground and gave them an alternate entry, thereby no shots fired and individuals taken down.

In our efforts to increase the number of remotely piloted aircraft though, or RPAs, we’ve seen the successful emergence of new ways of doing business and we have adapted. The Air Force has now created the 18X career field, and I’ve spoken about that before. So now we will continue to normalize that career field because it is a major weapon system the RRPAs have been identified as.

We’ve also solidified the pipeline for training these individuals which is more effective and more efficient.

I recognize that many are quick to question why it may take us so long, but I also assure you that the RPA business is not easy and training is made even more complicated when our thrust is pushing everything forward as fast as we can. We also recognize that even with the TFI successes in the new platforms, we cannot operate at a continued surge pace. This pace has got to slow down, and the way we’ll get there is by getting to our 65 Combat Air Patrols and then continuing to increase the crew ratio.

So at Corona next week we’re going to brief the Chief and the Secretary on our RPA steady state ConOps. Our RPA steady state ConOps will now lay out a plan for the future of the RPA career field. It will take us from training to combat ops, basing, and leadership including the eventual redistribution of ISR forces that are now supporting operations New Dawn and Enduring Freedom.
The third in our list of core functions is air superiority. Recently we’ve all been reminded that we can’t take this for granted for the long run. Most of you have probably already been on YouTube and seen the video of the Chinese J-20 and the first flight last month, demonstrating that other countries are actively pursuing their own fifth generation capabilities.

Our future air superiority force will leverage a combination of manned and unmanned platforms. Kinetic, non-kinetic capabilities. Standoff and direct attack weapons. And a mix of legacy and state of the art systems, all integrated with joint service partners and counter-air capabilities.

The F-22, for example, remains the only operational fifth generation fighter in the world, providing our nation with unmatched air superiority. But we must continue to complete the planned upgrades for the Raptor in order to maximize its combat capability.

We must also continue to focus on the entire air superiority enterprise as we look to the future, mitigating risks that arise from projected capacity and capability gaps in counter-air assets. We have begun to do so with upgrading AESA radars fitting our F-15s, and the development of the dual role air dominance missile, just to name two.

We also continue to monitor the development of the F-35 as it progresses through test and evaluation in making decisions on further modernization and service life extension programs on our other platforms.

Through command and control, ISR and air superiority we’ve established ownership of the battlespace and the critical information to manage it. With those steps taken, if called upon now we now must ensure that we maintain a strike capability anywhere, any time.

This is our fourth core function, global precision attack. We must be able to deliver precise, coercive effects against any adversary with minimal collateral damage across the entire spectrum of military operations and threat environments.

The need for global precision attack has not diminished. Yes, the threats have been adapted and continue to adapt, and new capabilities continue to emerge, but the mission set remains the same. We must be able to effectively engage targets at a
time, at a place and a duration of our choosing.

To do so, though, we’ll strike a balance of current and new platforms, weapons and technologies. Our current bombers are aging and increasingly at risk against the modern air defense systems. So as Secretary Gates and our Air Force leadership have said, we will now develop a new long-range penetrating bomber. This platform will be part of a family of systems that integrate strike, ISR, electronic attack and command and control and will also be nuclear capable.

Initial development of a long-range strike capability is included in the FY12 budget request which I’m sure will raise a few questions for the Chief and the Secretary later today, just as it did with Secretary Gates and Chairman Mullen yesterday.

We must also equip those platforms for the mission at hand and we’ll continue to develop weapons that make precision attack possible. Weapons like the Massive Ordnance Penetrator, the Joint Air Standoff Missile JASSM, NSSDB-2. And as I said, these weapons will be complemented by a series of newly leveraged technology including sensors and directed energy systems.

Our final core function is one that is nothing short of a moral imperative, and that’s personnel recovery. The ability to operationalize combat air power also dictates that we maintain the ability to conduct global personnel recovery operations in any environment and at any level of conflict.

Similarly to what I said with global precision attack, this mission area is one where we must be able to go anywhere, any time.

Our deployed personnel recovery forces saved nearly 2000 lives and assisted with the rescue of 3000 more in just 2010. To continue to provide this critical joint capability we must modernize our personnel recovery force for the long term. We will see the first of our new HC-130Js arrive at Davis Montham this spring. And the fixed wing rescue community will finally start to retire its 40 year plus legacy airframes.

However, we must find an answer to recapitalize our vertical lift. We are late to need, and I think many of you in here will agree with that. We’re late to need with the HE-60 operational loss replacements. However I am encouraged with the delivery of the first two UH-60Ms that have now been delivered
just last week and are undergoing their modifications.

But this, as with many mission areas, is too vital to allow unnecessary delay. We cannot and should not accept delays in acquiring and fielding weapon systems and capabilities as well as getting them into the hands of our warfighters. As I stand here today I’m asking for your assistance in making that a reality.

One other area I want to talk about is contested and denied environments. So as we focus as a lead integrator for these five core functions -- monitoring, organizing, training and equipping of each -- we in ACC are also mindful of our responsibility to ensure that we’re prepared in a realistic combat environment.

With a relatively permissive environment in which our Air Force currently operates it could be easy to lose sight of the importance of maintaining our edge in air, space and cyberspace domains, but we can’t be lulled into a false sense of security because we haven’t had to fight the high end fight.

Instead, we must continue to develop, modernize and train our force to ensure continued dominance and the ability to conduct operations in an anti-access and area denial strategies.

As the recently published National Military Strategy states, and I quote, “We must adapt to the 21st Century challenges by possessing the capability to fight through a degraded environment.”

I think you’ll all agree that in our daily lives we’re dependent upon technologies that support our endeavors.

Modern air defenses are no different. They will challenge our ability to operate effectively in air, space and cyberspace. And this doesn’t come as a surprise to any of you here, considering the availability and the proliferation of radar, navigation, communications and datalink jamming systems.

Until recently our training in these contested environments has not kept pace with the threat. Last year we made degraded training in the electromagnetic spectrum a CAP special interest item. Since then ACC has performed an end-to-end syllabus review and will now add training in contested electromagnetic spectrum environments to the ready air crew training program in
all of our major weapon systems.

Our Warfare Center folks are also challenging new weapon school students with degraded operation scenarios from day one.

I realize that this requires a cultural shift to go from the current fight where air power is relatively uncontested, to having to fight through radar, GPS, com, and datalink jamming. But that’s the realistic environment of tomorrow’s fight, so we’re making contested and degraded scenarios a normal part of our training.

We are also adapting our Red Flag exercises as we move from two week exercises to three week exercises utilizing all of our systems.

As I close I hope I’ve given you at least a brief sense of where our focus is in this command, and in the new training priorities that are underlining them all.

As I said, we’ve got a lot on our plates right now, so the effort to focus on investments and priorities under our Air Force core function construct is really a good one. These missions are too vital for our Air Force and our joint team to sacrifice capability. But I can tell you that you can rest assured that the Combat Air Force through first and foremost the strength of our airmen -- because they are our asymmetric advantage -- will remain the world’s dominant air force now and into the future.

Sandy, I thank you and the AFA again for having me here. I look forward to spending some time on the floor talking with each of you.

Thank you very much.

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