

2015 Air and Space Conference

Meeting Global Requirements in a Time of Austerity: A MAJCOM Perspective September 15, 2015

SPEAKER: It truly is almost like its own planet. The exterior, the site here is like walking on the moon, it really is. It's nothing but a whole bunch of lava rock and the air above the cloud the majority of the time.

It is a very remote location. We are at the top of a volcano in the highest peak in the island of Maui. And we're capturing objects that no one else in the world is capturing on a nightly basis.

We're finding lost satellites that were never tracked 30 years ago every night. And we're keeping track where they are to make a safer place to operate in for everybody's assets around the world, not just the U.S.'s assets. On an average night we track 20 plus unknown objects with the sensors, and we catalog them and we send them to the joint space operation center and they catalog them. And they start to track them and we'll follow up and track

them.

My mind is very open to things I never knew that even existed. I see all kinds of stuff. It's very unique to see. You'll be watching the sensors display screen and console and you'll a nebula form on the screen.

We get to see things that most people never see in their lifetime that are in space.

MODERATOR: In enhancing security cooperation in today's austere environment. Our panelists include General Frank Gorenc, Commander, U.S. Air Forces in Europe, Commander U.S. Forces Africa and Commander Allied Air Command. That's a lot of titles, Frank.

General Lori Robinson, Commander, Pacific Air Forces, Air Component Commander U.S. Pacific Command. Ms. Heidi Grant, Deputy Under Secretary of the Air Force for International Affairs. Each will make a short presentation and then we'll open up for questions.

I direct you toward your cards on your

chairs. Please fill your questions out and move them to the aisle and they'll get up here. Over to you.

MS. GRANT: Thanks, Mark. Really appreciate this opportunity. On behalf of General Gorenc and General Robinson and I, it's a real honor for the three of us to be up here. It's the first time we've done this panel to have a regional focus of what we're doing out there with austere budgets. And thanks to all of you for your interest in coming to the last session of the evening.

It really means a lot to us to have this huge turnout, so thanks for being here. So let me go ahead and get started.

The one thing if you can walk away -- what you need to know is that the global challenges that we face today require even stronger global partnerships. If any of you sat in to hear General Robinson yesterday, the song that she had out there, We've Just got to be Friends, that's what this is all about.

And with shrinking budgets, natural disasters, asymmetric threats, a resurgent Russia, an

assertive China, these are just some of those many challenges our nation is currently facing. And the only way we can successfully take on these daunting challenges is by building upon our global partnerships.

So these partnerships are necessary in part because today's Air Force, we're stretched. You heard the chief talk about it just a little while ago. We're stretched more than ever before.

For more than 24 years we've been in continuous combat as he quoted. And our aircraft fleet, it's the oldest it's ever been, and we continuously phase unpredictable budgets, rising costs and constrained resources.

So delivering global vigilance, global power, global reach, it requires global partnerships. And it requires us to -- as these challenges are growing bigger, it's going to require us to do things a little bit smarter.

So I propose to you that we need to look at the cooperation with our foreign partners and how we

can best achieve that. And we can't wait until the middle of the next disaster or the next conflict to figure out how we can work together and improve our tactics, procedures, our equipment. The time to do that is now. We need to take lessons learned from current ongoing operations, continue to see operations from current disaster response. Take those lessons learned and try and incorporate them.

Find where did we see risks in those operations and how can we collectively improve together. So we've engaged in the security cooperation business for a long time. But it's more important now than it's ever been.

So I want to walk you through why it's important, how we're engaging today and what we can do to be better together in the future. So let me start with why.

Our nation has a long history of building alliances with many of our deepest partnerships dating back to World War I and World War II. Many Airmen in this room have seen firsthand the depth of our

relationship with these old allies like the UK, Australia, New Zealand.

But even more impressive is the fact that some of our oldest and strongest alliances are with partners who were adversaries in previous conflicts. Take our strong relationship with the Japanese Air South Defense Force, whose air chief, General Saito, is here with us today along with his counterparts from other Asia Pacific nations.

This relationship, it was fostered by a post-war dedication to bilateral security cooperation that continues on today. The U.S. national military strategy that was just signed out this June, calls on us to strengthen our global network of allies and partners as one of its three main objectives.

Security cooperation, it allows us to build a collective force and a deeper relationship of capabilities and air power by leveraging one another's resources. Through cooperation we mitigate risks. We increase our access.

We shorten response time and affect the

strategic calculus of potential adversaries. But more importantly, the strong partnerships enable us, the United States, and our partners to operate together seamlessly.

So let me highlight now how we are engaging now to build these strong meaningful partnerships. So during my time as Deputy Under Secretary, I've had the opportunity to travel around the world and engage with airmen at many levels.

I've met with everyone from MAJCOM leaders to our front line Airmen, civil servants and our joint partners. And I've found that our Airmen out there, they are embracing the importance of building international partnerships, recognizing that security cooperation, it's more than just helping our partners buy aircraft and munitions.

Now it's true that foreign military sales represent an important part of this spectrum, a security cooperation. Over 70 countries now share common mobility, fighter or refueling aircraft with the U.S. Air Force.

And we see new opportunities approaching with air refueling and with remotely piloted aircraft and smart weapons. But I'd like to say that security cooperation is defined by what we call the three C's. It has to do with cooperation, capability and capacity. It means that in addition to a proactive approach to foreign military sales, we continue to strengthen core functions, which include providing international professional military education, developing our best Airmen out there as regional affairs specialists, and looking at including our partners in our high end exercises.

Through these diverse pillars the security cooperation enterprise spans a rainbow of programs and efforts involving every MAJCOM, including the functionals. So just a few examples that I want to give you of what the functionals are doing because you'll hear more from our two regional commanders here -- is the mobility support advisory squadrons, they're managed by the Air Mobility Command -- mentor, advise and instruct partner air forces to help them build

their air power capabilities and capacities.

Also the Air Education and Training Command, it hosts the Euro-NATO Joint Jet Pilot Training Program at Sheppard Air Force Base, which trains approximately 60 international student pilots annually. And then also I want to bring in the space command.

Air Force Space Command supports six nationwide band global SATCOM partnerships that provide large bandwidth communications for military forces around the globe. So these examples give you just a glimpse of the broad reach of ongoing security cooperation efforts within our air force.

And again, you'll hear more from General Gorenc and General Robinson about the multitude of regional engagements that they have. The driving force behind our successful security cooperation though, it's our people.

Over 1,500 Airmen and civilians throughout the Air Force Security Cooperation Enterprise work international partnerships and security cooperation

issues. They serve as air attaches, regional affairs and political affairs strategists, air advisors, instructors and other critical roles across the globe.

And as we continue to build and we strengthen international partnerships, we'll absolutely need more capable international Airmen. Which brings me to the last part, and that's how. All Airmen, whether you're a maintainer or a pilot, junior enlisted or commander, must embrace a commitment to security cooperation.

We need everyone to be an international Airman. I challenge you to include regional affairs and cultural studies as part of your continuing education. Apply the language-enabled Airmen program to learn a foreign language.

And ask me after this how you can become a regional affairs specialist in our Air Force. Arm yourself with the right skills and knowledge and you'll enable stronger partnerships and a more stable future for the U.S. and our allies.

For our industry partners here in the

audience, continue your collaboration with us to ensure you are the best poised to help our allies and friends around the world obtain the right aircraft and equipment, to meet their needs as well as ours here in the U.S. And to our international friends in the audience, including the specific air chiefs, my friends from nine of our partner nations, I commend you for the work you've done and the challenges that you face and how we work so well together and finding ways that we continue these lessons learned and operations that we can be stronger together.

So what is it that we need? What do we need to do better? So it's great knowing that your Air Force must strengthen partnerships with other nations and Air Forces. But you may be wondering what are we working toward? How do we know what capabilities and capacity our partners could develop and that will also help meet the needs and our shared interests. We put a lot of brain power towards answering these questions.

After careful analysis and collaboration,

stakeholders across our entire Air Force, we've highlighted capabilities we would like our partners to invest in, to strengthen our collective ability to respond to challenges. From a broad perspective, we see a need to prioritize partner capability and capacity in three areas, and that's ISR being number one, mobility and command and control.

And I want to emphasize that this is a very broad perspective. We recognize that we can't take one size fits all approach to helping our partners, each with their unique challenges. But priorities and strategy will help vector our efforts.

So before I close, I must say that our partners as a coalition we certainly are more capable now than we were ten years ago. Credit is given both to their hard work and the hard work of the Air Force Security Operation Enterprise. This was especially evident five months ago after the devastating earthquake that occurred in Nepal on April 25th. It is remarkable that over ten nations deployed their mobility aircraft to the disaster zone, many employing

equipment and training facilitated by security cooperation. The disaster response was just one example of how security cooperation has improved our collective capability while individual nations, including our own, are challenged for resources. So the only way we can be successful taking on these daunting challenges is by building our global partnerships.

We're stronger with one voice, one vision, one common direction. We're stronger together. Thank you.

GENERAL GORENC: I'm going to talk to some slides, just to kind of hopefully inspire some questions and kind of let you know how we're set up and what our responsibilities are. And hopefully that will inspire some questions from you. I am the USAFE and Africa Commander. It kind of puts me in a unique position in the sense that we are the one component MAJCOM that actually has responsibilities to be components to two combatant commanders, General Breedlove is the EUCOM commander. General Dave

Rodriguez as the AFRICOM Commander. I wanted to start with this slide. This is a nighttime shot of the lighting in the world. Our AOR is comprised of 104 countries.

And as you can see by the chart there, Europe is very well developed, infrastructure is good. But we also have responsibilities in Africa.

And you can see by the amount of lighting that is in Africa that it's a completely different problem set with completely different challenges except that fundamentally the same component competencies that we bring as an Air Force have to be employed in both Europe and in Africa. The bottom represents basically the four problem sets that we've been dealing with among others.

Of course Russia, ISIS, Ebola and the EU flag is indicative of the rising crisis that is happening both in Africa and in Europe with respect to the migrant issue that you see on television. And so what does that mean for us?

I wanted to show you the resources that we

had to do it. This is a simple chart, but I wanted to share it with you before I moved on. In the 1990s, basically the end of the Cold War, we supported one COCOM.

We had four separate staffs to do it. You can see we had 25 main operating bases, about 72,000 people permanently assigned in Europe. We had 34 squadrons of airplanes with about 800 airplanes.

And basically the mission temple was described by that list that you see there. Today we fundamentally transformed and we're supporting two combatant commanders with one integrated staff inspired by some of the downsizing in staff that we've been doing.

We have the USAFE-AFAFRICA staff. Third Air Force has a minimal staff to allow that commander to execute all the discipline inside the command. We have a 17th EAF that represents all of the rotational forces that work Africa.

16th Air Force is inactive with nobody in it. And then our forces, you can see they're --

fundamentally I describe it as since the end of the Cold War we have taken a 75 percent reduction, except for personnel, for the missions in Europe and in Africa.

And the mission temple, you can see there and the focus you can see there. But we can talk about that if you have any questions.

But by the way, these numbers with percentages does not include the reductions that are happening as a result of the European infrastructure consolidation effort that recently just got completed and that we're in the process of implementing. Next slide.

So here's what we're doing in all of those areas. For Africa Command, our focus is ISR, building partnership capacity, mobility and a new normal mission that basically defines requirements from the AFRICOM commanders with respect to the relationship with embassies.

For European Command, we are executing the European reassurance initiative. Of course we're

doing building partnership capacity efforts. We're working indications and warnings that would support both -- or primarily the emerging mission of theatre ballistic missile defense.

And then of course we're full contributors to Atlantic Resolve and the TSP theatre security packages that after Putin invaded Crimea and the Ukraine, we were able to prioritize high enough to get first a squadron of A10s for our use for six months, a squadron of F15s for our use for six months.

And at the end of this month, we'll integrate another TSP of A10s for six months. I also have responsibilities for NATO, and the arrow in the upward direction describes our contribution with that permanently assigned force in Europe with respect to the air policing effort that we do.

It's a NATO mission, the emerging ballistic missile defense mission on the alliance side. And then of course the VJTF is an acronym for the Very High Readiness Joint Task Force, which is an adaptation effort inside of the readiness action plan

that was put out by the Wales Summit and we're implementing that.

I'd be happy to answer any questions. And then of course as a MAJCOM I also have OTNE responsibilities to headquarters Air Force for those Airmen that are permanently assigned to the European theatre.

Africa does not have any permanently assigned forces, so that is all done in a rotational way. And the European infrastructure consolidation effort is also what we support for the headquarters Air Force. But -- next slide.

We also do many things for other commands. Those four in particular -- and you'll see the bubbles that pop up around those missions -- but throughout Europe, throughout Africa, we basically BOS as base operating support. AE is aeromedical evacuation.

C2 components for all of TRANSCOM in particular in the lower left hand corner. We do things for Strategic Command, weapons storage, base operating support, C2 elements. On the CENTCOM side,

we are full participants with our permanently assigned forces to the AEF. Of course we do ISR and OIR and ISIS efforts, particularly with respect to the standup of Incirlik to support that effort.

And then of course in the upper right hand corner is SOCOM and all of the things that we do with them. You know what the acronyms are. PR is personnel recovery.

So that's what we do with the force that we have in the theatre. Here is kind of a summary of the countries that we do MIL to MIL engagements to help build partnership capacity across the board, both inside of Europe and inside of Africa.

You add to that the AEF, that missions that we do in accordance with the big plan and the support to support all of the efforts worldwide. Of course the green dots are exercises that we accomplished, not only with permanent and rotational forces, but forces that come TDY, including the total force effort of the state partnership programs.

And then finally this is the theatre

security packages that came, the A10s the F15s and once again another group of A10s. We pretty much put them on the road and took them all over Europe. We took some innovative steps to do what I call micro-deployments, to send four airplanes here, two airplanes there to support JTEC training, which of course takes a little risk.

But decided to do that and quite honestly it was a very, very good effort. So that's kind of what we've done over the last year to support the aspirations of General Breedlove and his EUCOM hat, General Rodriguez in his AFRICOM hat and General Breedlove is his SACEUR hat.

And so I'm going to leave you with this thought. We're forward, we're ready -- we're ready now. That's kind of our addendum to the Air Force mission of Fly, Flight and Win in airspace and cyber. We're one step closer to many things that matter to our country and to our alliance.

And I thought long and hard about how I would actually address the idea of how do we do this

in a time of austerity. And I don't come up with any solution, except to say we take a little bit of risk and we put the requirement and the op tempo squarely on the backs of our airmen to do more with less.

And when we can't, we work with the combatant commanders to either get more resources or relief from the asset. This is not rocket science stuff, because we have to engage one partner or one ally at a time. And what we found is -- and what we like to say, you can't surge relationships and you can't surge trust.

This is just work that has to be done in a very steady and a methodic way to make sure that if and when something happens that requires the bringing together of a coalition of the willing or the alliance or a combination of both, that we're interoperable and that we're able to accomplish the mission in a very swift way.

And so I'll stop. I'll be happy to answer any questions that you have. So over to you, Lori.

GENERAL ROBINSON: Thanks, Heidi and Gorenc.

I'm going to kind of pile on a couple of things that both my partners here talked about and then stop. You know, think about what we've heard from the chief today.

Think about what we've heard from Hawk Carlisle earlier today about the fact that the op tempo hasn't decreased. In fact, for the United States Air Force it's increased.

Think about the fact that everybody just wants to turn the light switch on and expect them to get what they need instantly from our United States Air Force and we do it. Now think about in Central Command. We hear every day what's happening in Central Command. We had just a great rundown from EUCOM and AFRICOM.

And now talk about the fact that we're having dwindling resources and dwindling capacity and our forces, the oldest as Heidi said, and we're looking forward and how do we get what we need. I sit back and I look at the theatre that I have the responsibility for, over 52 percent of the globe,

worried about North Korea, worried about a rising China as they build capacity and capability in their military.

Worried about China as they continue with their -- and over time have re-acclimated over 3,000 acres of land in the South China Sea and put down a 10,000 foot runway. And think about now as I watch Russia, we hear a lot about Russia in Europe.

But as Russia has begun a lot of instability in the arctic and that long range aviation has now come down, circumvented Guam, circumvented Japan, has gotten close to California. And so like General Gorenc, how do I do that? How do I deal with all of those things in this uncertain environment? And then in the theatre we live on the ring of fire. And 80 percent of the world's disasters happen in the theatre.

And over 2.4 billion people have been affected in the last ten years. Those are all things that require all of us to do things together. And if I look at the force-structure that has increased in

China, and I look at the force-structure that the United States has had in the theatre, that force-structure for the United States has not changed dramatically over time.

At the same time, we've been operationalizing our headquarters. The combatant commander has been operationalizing his headquarters to think about how does he command and control the theatre, how does he as the joint force commander work with his staff with now we are all components in the Pacific.

So as an air component commander, my responsibility to Admiral Harris as the air component commander and the joint force air component commander for the theatre, the responsibility to provide to him good advice and recommendations as the air component to him on the best use of air.

At the same time, as Gorenc has mentioned, the headquarters has reduced. We lost a numbered Air Force and has gone since 2012 from approximately 1,200 people to a little over 800 people. And as the reason

to have to do organize, train and equip as a major command and responsible back to the chief to do that.

On top of that lay the fiscal concerns and the fiscal uncertainty that we have in this current environment. Are we going to have a short continuing resolution or are we going to have a long continuing resolution, and what does that do to our ability to be present in the theatre, and what does that do to our ability to remain good partners with our friends in the theatre?

When we had sequestration in 2013, we had to cancel an exercise. And during the cancelation of that exercise, one of the country's air chiefs said we need the United States to be good, steady partners.

And we have to be good, steady partners. And we have to provide predictable engagements. So how do we work in this austere environment? We work very easily in small groups of people to go out and engage our partner countries, to work with our partner countries.

Heidi gave a great example. There are tons

of examples throughout the Pacific theatre, all the way to large scale exercises. We talked yesterday about Cope North and Red Flag Alaska.

We do have the theatre security packages that come in, the continuous bomber presence that we have, and lots of exercises and engagements throughout. But as I look to the future, and I'm not sure what's going to happen, can I keep up this same level engagement?

And if the United States isn't engaging in these places, who will be? Who will be there? And I don't come up with very good answers when I think about that. So I worry about not just in today's austere, but what happens in the next year and what happens in the year after that.

And how our being in the theatre in concert with our friends and our partners, has really helped with peace and stability in the region. And that to me is what's incredibly important. So I'll close quickly. I can't tell you how much it's been an honor for me to meet the air chiefs that came to Hawaii

first and have traveled with me here.

And they have been great partners, and they are great partners and friends and allies. And I know that without them, without us doing these things together, that stability in the region would be more at risk than it is today.

GENERAL GORENC: Thank you. So for our two commanders in the AORs, as we look at resurgent Russia, we look at some of what China's doing, and we're still in combat in Afghanistan, Iraq, Syria. We're heard about the Air Force getting smaller, less capacity.

As the COCOM's arm wrestle on forces to do the things you're talking about, how do we best adjudicate where that goes, because there's a real capacity issue in my humble opinion?

GENERAL ROBINSON: So having had a boss that talked to me a lot about that, at the end of the day, the United States Air Force has what the United States Air Force has. And the joint staff, through global force management, has to be the adjudicator for that.

And where the conversations are tough are between two combatant commanders that want the same amount of force and want all that force. So as we work through global force management issues, that happens down at the, as you know, at the joint staff level. All we can do is be responsive to that adjudication and realize that those two COCOMs have to talk. That being said, the only other thing I would add is appetite suppressant from a COCOM perspective. But we haven't seen that. In fact, as was said, the demand for air is only going up.

GENERAL GORENC: Yeah, and I have to admit that if I was one of the combatant commanders, my appetite wouldn't be suppressed whatsoever. I mean they have responsibilities for their mission.

They need to describe their requirement. Whether or not they get filled is another thing. But to be perfectly honest, the way it works out is permanently assigned forces become the buffer. And in the end you tap in more to those permanently assigned forces.

The only problem with that is given the way that AEF cycle works, oftentimes you're tapping into those permanently assigned forces while we're waiting to get a decision on prioritization and it takes away from their ability to regenerate and rebuild their readiness from their previous deployment.

And so I'm very cognizant of that and I'm very clear with my concerns on the ability to make sure that when a unit is back trying to regain full spectrum readiness that we don't tap into them while we're waiting for prioritization.

But I feel for the combatant commanders because that's a lot of stuff that are going on in my theatre everywhere. And for me, just to let you know, the NATO alliance is certainly looking to the east at threats.

They're certainly looking to the south at threats. Now they're looking to the north at threats. The only thing that's uncovered is from the west unless you believe Ireland is a threat. So --

MS. GRANT: Well, that was directed to the

regional commanders, if I could take a shot at it, too. So if there's a conflict or our assets are moved to the Pacific theatre, these are the type of conversations that we're having with the European partners, or all of our partners.

If that were to happen, we're having that honest discussion to say how are you going to step up if we don't have the mobility assets or whatever it is that's been pulled to the Pacific. Okay, European partners, who is going to fill that gap if we have to move assets over.

And let's talk about it today for the conflict or the disaster that's going to happen five years from now and get after it today.

GENERAL GORENC: Well, that's a great segway, Ms. Grant, to the next question, and that is how do we collectively prioritize partner capabilities across the COCOMS? Can the U.S. foresee better burden sharing with partners in areas like ISR and mobility?

MS. GRANT: So this is one of the efforts that we've been doing now across all the MAJCOMs. And

as you heard me talk, not just the regional MAJCOMs or the functional MAJCOMs to what I call synchronizing the security cooperative enterprise.

So it's been a big effort that we've been doing to look at what everybody brings as far as building partnerships and synchronizing that effort. And I would like -- my dream is to take it to the next step.

Having that conversation with each of our partners and allies out there. Where are your strengths? Where can the U.S. back off on potentially building capabilities and partners in certain regions or countries? Can you step up and fill that so we can concentrate in another expertise area.

GENERAL GORENC: I'd just like to add onto it. I mean one of the benefits that we have inside the alliance is we have standards that we have to adhere to in order to remain interoperable.

Success in the future, particularly with a smaller force and fiscally austere environments is going to require interoperability. Most of the time

that interoperability involves the ability to move information machine to machine in a multi-classification kind of environment.

So again, this is one of these things that have to be worked day to day. Inside the alliance there's a structure to do that. But I think that all coalition partners, when we talk about equipment compatibility, work on the things that aren't so obvious, and that's the way databases are set up, the way that we are able to move information machine to machine to make the most of the equipment that we have, particularly as we're getting smaller.

So that kind of attention to detail in the bilateral relationship is certainly important and in coalitions of the willing it will be important if you want to stand up and operate day one after you get together.

QUESTIONER: So General Gorenc, question is if physical presence in Africa important, why, and would that physical presence grow and how?

GENERAL GORENC: Sorry, I missed that. Is

physical presence required?

QUESTIONER: Yeah. Is physical presence in Africa important and why, and will that physical presence grow and how?

GENERAL GORENC: The answer is yes. I mean I think it's important to recognize that while many of the countries in Africa are not high end necessarily. Many of them don't even have a lot -- an airplane.

But the point of it is the good news about that environment is to be an Air Force there's a lot of tasks that have to be accomplished that are outside the flying mission. The ability to do humanitarian operations, medical stuff, logistics.

What I have found is a little bit of attention to our smaller partners reap large benefits, particularly when we're doing it face to face and we show a commitment. And then it also helps to not only have the bilateral relationship with the country that we're talking about, but to try and develop some regional kind of relationships to see where those countries may have common concerns and where we can do

things together.

That's difficult in Africa given the history of Africa. But we continue to try to do it. And a little bit of attention in a face to face way reaps large benefits across the board.

QUESTIONER: Thank you. General Robinson, most of your discussion of your presentation centered around peace time activities. But how much risk are we accepting in terms of our ability to conduct full spectrum operations as compared to, say, a couple decades ago? And what options do you have to mitigate that risk?

GENERAL ROBINSON: So as we have looked through what's happening in the theatre, we're used to having a lot of time and a lot of leeway to understand what might happen. That's changed a lot.

In fact, we talk about should we need to, we need to be ready to fight right now. And so what that has done is change the readiness on, or ensured the readiness capability on the Crimean Peninsula is there and ensure the forces, both in Japan and Alaska are

ready right now.

That gets some detraction sometimes when global force management moves F16s from Oshawa over to CENTCOM, rightfully so to support that. But as General Gorenc mentioned, when they come back it takes them time to get back up.

So this is a real great place where we talk about our interoperability and our ability to work together with our allies. And how do we share not just with our allies but how do we share, from my perspective, from naval air and, if necessary, if I can Marine Corps air.

So is there risk? Absolutely there's risk. And we try and mitigate that risk through understanding what capability and capacity we will have, and what capability and capacity is ready to do fight right now.

And then another opportunity to mitigate that risk is what type of force structure, when or if I can take and move from Alaska down to Japan and Okinawa if I'm allowed to do that. So then the next

part is exercising with our friends and allies so that we know what each of us are capable of, so we know that should something happen, we know what we've got to do and what we can do.

GENERAL GORENC: Thank you. If I can add on that, the one thing that I think both Lori and I are alarmed at, the people that are causing us challenges in both of our theatres are not sitting around and waiting for things to do.

In my area, particularly in Europe, the Russians in particular have closed our capability advantage in the air fast. Just like the chief said this afternoon. I think that's exactly the right way to describe it.

On top of that, the level of anti-access area denial areas, in Europe in particular, has grown, and that's making it even harder. And so I think what we have, at least in my neck of the woods, is somebody who is acting in a very aggressive way, who's increased their capacity and capability. And then on top of that, with the dwindling resources that we have

with respect to modernization and the things that we would like to do, it's going like this. And I think we just need to recognize that and get ready for it. We'll certainly accommodate it.

We have to train for it. But that doesn't negate the fact that this capability difference that we've enjoyed for so long is closing. It is what it is, and there's only certain ways to fix that. It takes time.

MODERATOR: Well, unfortunately we're about running out of time. Ms. Grant, do you have any closing remarks, maybe 30 seconds or less? Anybody else? Well, thank you.

Thanks to our panel members today for your presentations and for discussing with us the challenges that you have. We very much appreciate you being with us today.

This is the last session of day two for our conference. We hope to see you back here tomorrow beginning at 9:00. Have a great, great evening. Thank you.

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