The Cooperation Imperative

Remarks prepared for

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THE COOPERATION IMPERATIVE

Good afternoon. I am honored to speak at this conference, especially as a member of such a distinguished panel. I must confess that I am not a helicopter expert. However, I do have some experience as a passenger in helicopters. My first ride in a helicopter was over 40 years ago when I was a young Army Lieutenant. I noticed with some dismay as I boarded that there were patches over the numerous bullet holes in that helicopter. I have been told the same helicopter may still be in service with the US Army – bullet holes and all. This seems to me a very good reason for this conference. The helicopter has been an important part of our past. How do we ensure that we have the helicopters we will need for the difficult tasks of the future?

My answer is simple. We will have the helicopters we need for the future if we cooperate. We must cooperate in the development, production and support of helicopters. This may seem self-serving coming from someone whose job title is Director, International Cooperation, but I believe the challenges in developing helicopters for the 21st Century demand that the United States cooperate with our European partners.

The main reason we need to cooperate is because we must have improved military capability. In the short term, we need to cooperate because we need more lift in Afghanistan and other places where the US and our European allies are fighting together. In fact, we are cooperating to improve helicopter availability for the NATO International

Security Assistance Force (ISAF) operation in Afghanistan, where forty-one nations are contributing over 56,000 troops. The terrain and climate extremes of Afghanistan severely test the capability of all helicopters deployed there. ISAF nations have realized that performing more helicopter maintenance in-theatre (instead of sending them home), makes more helicopters available in theatre. Within NATO, we are pursuing three paths of improvement. For ISAF nations with US-origin helicopters, the U.S. is offering in-theatre support through Foreign Military Sales or Acquisition and Cross-Servicing Agreements. Also, for ISAF nations with European-origin helicopters, France is leading a multinational effort to formulate options for in-theatre support. Finally, for those nations with Mi-series helicopters, NAMSA is hosting periodic "Mi Users Group" meetings to formulate options for in-theatre support. This is a good start, but we must do more.

In the longer term, we must cooperate to achieve greater capability for the helicopters of the future. We need helicopters that can lift more, fly further and faster, load and unload cargo more efficiently, and that can be refueled safely and effectively in flight. Governments and industries need to work together to ensure that we define the required capabilities for the helicopter of the future so that we can provide the warfighters with the military capability they need in a timely and affordable manner.

In the US, there are no less that four ongoing studies to examine our vertical lift requirements.

The Pentagon is conducting a Future Vertical Lift Study, assessing rotor and fixed wing technologies to meet our future requirements. Key products of this effort will be both a Strategic Plan and a Science and Technology Plan for future vertical lift.

Also, as directed by the U.S. Congress, we are conducting a Rotorcraft Survivability Study -- looking at past casualties, and examining ways to improve aircraft and crew survivability.

Finally, the US Army is conducting two related efforts – A Capabilities Based Assessment, examining future military needs-- and a Multi-role Aircraft Analysis, looking at using common platform for multiple missions.

All these efforts are expected to make initial recommendations by the end of the summer, and will help determine DoD's future investment in technologies and capabilities for vertical lift.

Although we plan to discuss the results of these studies with our Allies, I believe our allies are also studying the future of helicopters (this conference being an excellent example).

Since we will continue to working together militarily, now and into the future, it is more compelling than ever that we begin a transatlantic dialogue on this subject. The US and Europe need to cooperate to develop the technologies on which this future military capability will be based. No one country has a corner on technological expertise, and I believe the United States has not invested in developing the technologies that are essential to vertical lift of the future. We must cooperate to develop lighter, stronger structures, more powerful engines, and more capable rotors. In fact, we need to

cooperate together to develop a plan to make the technological advances necessary to achieve the capabilities we need for the future.

The US and Europe need to cooperate together because not all the industrial expertise resides on one side of the Atlantic. The European helicopter industry has proven its excellence, demonstrated by the fact that the US Department of Defense has purchased EH101 helicopters from Augusta - Westland and UH-72 Light Utility Helicopters from Eurocopter. The European helicopter industry is very strong, but there remain many areas where they could benefit from cooperation with US helicopter manufacturers.

The US and Europe must cooperate together because the resources available for defense are scarce on both sides of the Atlantic. The development, production and support of highly sophisticated defense equipment like helicopters are extremely expensive. Governments need to pool (and leverage) our scarce R&D resources to conduct innovative development to achieve the needed military capability at an affordable price. We need to lower the cost of helicopters and their parts thru the scale economies associated with buying the same helicopters and parts.

Last, we need to cooperate together because it is a political imperative that governments and industry be open and engage one another through cooperation. In uncertain times – and these are truly uncertain times from both a physical and economic

security perspective - history has demonstrated that the worst thing nations can do is to retreat inward. This way leads to failure. We must work together to ensure that we all benefit -- that we all thrive -- through cooperation.

Cooperation is not easy. There are many obstacles to be overcome. Our military leaders must agree on the capabilities required. This requires analysis, discussion and compromise.

Governments and industries must agree on how to share technology. This requires agreement to identify what technology will be shared and how the most sensitive technologies will be protected. This means that the export control community in the United States and our European partners should be a part of the discussions on cooperation from the outset of the requirements study.

Governments must agree on the role their national industries will play in the development and production of defense equipment. Contracts and subcontracts must be awarded on a best value basis, but the political reality is that the nation's industry is expected to benefit from that nation's investment in defense equipment. Governments and industries must work together to ensure industries participate, but on a "best value" basis.

In the end, there is no alternative but to cooperate in the development of future

helicopters. Our security depends on it.

Thank you for your attention.