

General Herbert "Hawk" Carlisle
"PACAF - Seizing Opportunities for Innovation"
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General Carlisle: Thanks very much, Jerry. I appreciate it.

Good afternoon, everyone. Let's go ahead and run the video, please.

[Video Shown]

Good afternoon, everyone. It's great to be here. I appreciate the opportunity, and I appreciate Jerry and the introduction. I think I tactically was kind of smart because I didn't go right after General Welsh, the Chief, which is an impossible act to follow. Of course the other half of that is I think I'm tailing Charlie for the day, so I think it's going to be -- You guys can move in, if you want. It's great to have everyone here today.

Aloha. I am really going to miss saying that here before too long when I don't get to do that anymore.

We'll go through this fairly quickly. I'm going to talk about some of the things that we're thinking about out in the Pacific and I'd be more than happy to answer any questions you have. It's great to be here and it's great to be part of this. This venue is wonderful. Again, my hat's off to AFA for everything they do for us.

I'll start with a historical perspective. Most folks are fairly familiar with this. This is General Claire Chennault, a legend for all intents and purposes, and most people think of him as an Air Force general. But if you think about what he did in his career, it's pretty amazing. The theme for this talk is innovation. The Chief talked about it, Secretary James talked about it, Mike Hostage has talked about it. It's the things we have to do to get to the other end where we need to be to continue to be the greatest Air Force in the world.

So Claire Chennault started. He was in the Army Air Corps. He got out in 1937 and he took a job training Chinese nationalist pilots over in China. Before we'd gotten drawn into the war early in 1941, he came back to the United States and he lobbied very hard for Congress to give the Chinese nationalists some money and some capability to do their job. He ended up getting

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100 P-40s and he was allowed to recruit from the military services. The people would have to resign out of the current day military and then go over to China, which is what he did as well.

So for about a year, actually for about eight or nine months he was a civilian working to lead the AVG is what it was called, the American Volunteer Group, more commonly known to all of us as the Flying Tigers. The pay was good. Tex Hill, the guy on the lower right hand corner of the picture that you look at there, when he got out of the Navy and went over as part of AVG he got three times his Navy pay and he got \$500 per aircraft he shot down. That's not a bad deal, so he was doing okay.

These guys shot down 296 airplanes in an eight month period and they had 300 more probably kills on top of that. And it was because of what Claire Channault was and the kind of innovation he brought. P-40 wasn't as good as some of the fighters they were facing. It wasn't as maneuverable. It didn't do as well in the low speed fights, so he started the two-ship tactics. He did element tactics. He was kind of the founder of that. He started the whole tactical maneuvering type environment from what he had learned where they stay together and kind of support one another.

The airplane was heavier, sturdier, it could go faster in a dive but it didn't do as well in slow speed fights and it was not as maneuverable. So he came up with an early warning capability in China through observers and other things so the P-40s could get airborne before the adversary got there. They'd get to altitude and they would kind of do diving/slashing attacks. Head-on attacks with a gun that had greater armament than the Japanese airplanes at the time. And incredibly successful. As I said, 296 kills, shoot down, and 300 more probable. It was very very impressive.

But it's what we talk about. It's where we have to go in the innovation in this kind of look.

We all know Doolittle's famous, obviously, for everything he did in support of launching bombers. He had the audacity to launch bombers off of a carrier.

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What John Boyd did in F-15 and F-16 design, he brought EM charts to the design of fighter airplanes. It had never been done before, and of course two of the most successful airplanes in the history of the world.

What Benny Schriever did for space.

It's that innovation, and as the Chief said, we'll get through this but we need that, and we need that to keep going as it's gone in the past in our history.

So this is the second half of the historical perspective. We see it. These are mostly things that have happened in the Pacific with the addition of the reduction in the size of the force and the Airmen cuts. But this is only one part of it. You need only look at the papers or the news today and everybody realizes the world that we face and what we face with respect to adversaries out there and challenges. So the way to get through this is that innovation that I talked about.

Jimmy Doolittle said at one point, he said if we should have to fight a war we should be prepared to fight it from the neck up, not from the neck down. That's really what our Airmen give us today and that's what we're talking about.

I'll talk about the strategy for a little bit, and then I'll go into some of the things we're doing. They're not earth shattering and it's not huge, gigantic moves, but it's the kind of things we do day in and day out in support of the COCOM out in the Pacific to get the mission done that he's asking us to do.

More and more in the Pacific and it's going to be even more so as more things happen with respect to the drawdown in the force, the reduction of management headquarters, about 20 percent, is going to be a huge challenge for every one of the MAJCOMs, and we have turned more and more into the Pacific as has USAFE into a C-MAJCOM, a Component MAJCOM. Our primary job out there is to get up in the morning and be the Joint Force Air Component Commander for PACOM, to be the Area Air Defense Commander, and to be the Space Control and Air Space Control Authority for the same.

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We do very little of the management headquarters and much more of the warfighting headquarters and that's why we came in.

Everyone knows here in this audience that today we have significantly more mission than we have money, manpower or time. That's a fact. It is a fact of life and it is the way it's going to be in the future. It's not the first time we've been in this position, but it is more than true today than it has ever been in my opinion before.

So it's incumbent upon the leadership, it's incumbent upon the folks that are out there, it's to establish priorities. I want everybody, every Pacific Airman to go and do the next most important thing for the warfight, not the next thing that shows up in his in-box.

So my objective is to give the priorities to the command that they need to carry out the mission that they do today.

At the far right of that slide is what our nation asks of us. That's what Admiral Locklear comes down to me every day, expects me to be able to do those things for him.

So as part of that we developed, last year I rolled it out, I think the first time many people may have seen it was at the AFA gala last year at the Gaylord about this time. We rolled out the strategy. We've continued to evolve it. We're at strategy 2.0, as you might imagine, and we are continuing to evolve it. We've gotten more definition and more specifics on it.

So what we have to do is what's at the far right of that slide. We have the core tenets of expand engagement. I think in today's world in the fiscal environment that's a huge challenge. But more than ever, to maintain us in a phase zero, in a non-warfighting environment, we have got to stay engaged. We have got to be present in the theater. If we're not, somebody else will be and it's probably not somebody we want there. We have got to be part of this. It's a challenge, but it's something that we have to be out, we have to be in the theater. The term we use in PACAF is places, not bases. We're not building any more bases in PACAF but we're going to be out in and amongst them.

We've had great success. If you look at the force posture initiatives that have gone on with Australia, enhanced defense cooperation analysis, or agreement that's with the Philippines, as well as our incredible relationship with the Japanese, as well as the Koreans. Growing relationships throughout the theater to include Vietnam is a rapidly growing relationship for us. Indonesia, Malaysia are great relationships. But we're continuing to work on all those things as part of that, but expand engagement is something we have got to do.

The increased combat capability is one that's a challenge. It's a challenge for everybody. In a fiscal environment, how do you do that? Some of it is new things. Some of it is materiel and we've talked about that. Innovation with respect to materiel. Mike Hostage talked about that, the Secretary and Chief have talked about that. But it's also tactics, techniques, and procedures. It's taking the same thing and using it in a different way. It is the ability to repurpose things or to put things together and be better at what you do.

We owe it to the American people that the very next dollar we spend is an increase in combat capability for our force. We have a moral obligation to this nation to produce the very best Air Force we can produce, given the resources they give us. That means we have to be cognizant about every dollar we spend and how we make it valuable.

Finally, the last one there on the core tenet is improve warfighter integration. We have to integrate across our domains -- air, space and cyberspace -- and we've talked about that a lot in a couple of different venues. And that integration is one that it's growing. We've got a lot of work to do. We're not there yet but we're making progress, we're moving forward.

At the same time we also have to integrate with our joint partners. We have to integrate with land, surface, subsurface in the Navy.

The third portion is we have to integrate with coalition partners and allies.

We all know, we see it today, whether it's South China Sea or with Korea or ISIS or Northern Africa or Ukraine, we're not going to do anything alone. So our integration, our ability to

operate with our friends and partners and allies is a core tenet we have to build on.

Then those are the five lines of operation. Those are the five things that we have to do. Theater security cooperation is the heart of expand engagement. It's out to be in the theater, to be active, to be engaged.

The good news for us, I think we're doing pretty well. But we're out there and we're trying to get better at it every single day. In the last two years from single person or key leader engagement, subject matter expert exchanges, mobile training teams, up to large-scale exercises like Cobra Gold, Cope Tiger, Talisman Sabre, Cope North, Command Sling, all of those. We've done pretty well. About a thousand engagements over the last two years, which is given sequestration where we did have to cancel some, it was fairly successful.

Integrated air missile defense is one that I think is one of our biggest challenges. We talked about it a little bit with a couple of speakers earlier today. I am the Area Air Defense Commander for 52 percent of the world's surface. The three largest missile arsenals in the world are Russia, China and North Korea, and a majority of those are pointed at us or our friends. So our ability to fight and to defend our bases, both sea basing and land basing, is our ability to do integrated air and missile defense is critical. And as Mike talked about earlier in the cost curve, right now we're on the bad end of the cost curve. Our adversaries can field missiles at a high rate and big numbers, and we have, active defense wise, we have the THADs, we have the Patriots and we have the SM-3s. Those are millions of dollars for hundreds of thousands of dollars of missiles coming at us. We can't afford to go one v one. We have got to swap that cost curve.

We're also doing many things with respect to how we do passive defense. Passive defense is disbursal, it's flush. I'll talk about it with one of our vignettes here. It's rapid Raptor. It's the ability to keep the adversary guessing of where we're at and what we're doing. It's rapid runway repair and the new advanced ADR. It's the ability to put fuel bladders in different places so that's not a lucrative target. There's a lot of passive defense, things that we're working on. But the one thing that I think we're not doing as well on right now that

we have to seriously work on is integrated air and missile defense.

The next one I have to do is power projection and that is what our Air Force does for a living. The fact is that we have got to produce global vigilance, global reach and global power throughout 52 percent of the world's surface when the National Command Authorities and the PACOM commander ask me to be able to do that.

And we're doing pretty good. We're still, as everyone has said many times, you can't say it often enough. We're the best Air Force, we're the only global Air Force, and we're an order of magnitude better than anybody around us. But we have challenges in front of us. A few of them have been talked about. One is capabilities. Our adversaries are building capabilities. They know how successful we can be when we own air dominance. They've seen it for the last 25 years. I guarantee you they're doing everything in their power to stop us from having that air dominance.

So they're building those capabilities. They're doing missiles, they're doing electronic warfare, they're building fifth-gen, what they consider fifth-gen. They've got surface to air missiles. They have overlapping rings. They have anti-ship ballistic missiles, cruise missiles. So they're trying to deny us our ability to power project and we're working hard on it, but capabilities wise, and Mike said it, and he's exactly right, we have got to continue to modernize. If we don't, we're going to be behind on this. Right now we're ahead, but we've got to work to stay there.

The other challenge we face in power project is capacity. We are as small as we can possibly get. If we get any smaller we will lose the capacity to do everything we need to do. And it's ISR which everyone knows about, we're always short of ISR. And today I will tell you the challenges that go on between the COCOMs for who goes what and where you put that ISR force, that's a huge challenge for us right now.

It's also in tankers. If we go to a higher ACL order for either Alaska or Hawaii to support what is Russian long range aviation or something like that, or we have a large movement or forces in

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or out of theater, we're short of tankers. We flat don't have enough and we can't generate enough.

And we're short of strike. If we take units out of WestPac to go do another thing like we are right now where they're in different parts of the world then we are short of fight tonight capability in WestPac and on the Korean Peninsula.

So capacity is a problem.

The third challenge we face with power projection is readiness. '13 was abhorrent. It was heinous what happened to us. PACAF was the best. We were protected more than other commands. What happened in ACC with the amount of units that were grounded was terrible. Many of those folks are PCSing now. It's a spiral we cannot afford to get into.

We have stopped the decline and we're working to get back, but again, the Chief said it very well. If we don't see a solution in '16, our readiness is going to be hugely challenged.

The fourth one down there is agile flexible command and control. We've had a couple of different venues. We had the C2 panel, we also had the combat cloud panel. Agile flexible C2 is critical. We've owned it for the last 20 years, anything more than about eight feet of the ground. We could do whatever we want. I guarantee you in my AOR it's not that way. There are adversaries that are going to deny us command and control. There's a paucity of satellite, even if everything was working perfect.

As I said yesterday, at one point after the great east Japan earthquake and tsunami, the Korean Peninsula was cut off. It was not adversary action. It was the fact that a natural disaster broke the fiber lines.

Command and control is going to be a challenge for us. We have got to attack and we've got to figure out how to do it and we have not done that yet. We're still good, we're still better than anybody else in command and control, but if we want to do what we want to do with our force, if we want to be networked, if we want to have collaboration and teaming between manned and unmanned platforms, if we want to figure out everything we can do in AirSea Battle, the key to AirSea Battle, it's NIAD3,

right? Network Integrated Attack in Depth. You've got to be networked. You've got to have that command and control. And right now we've got some work to do on that as well.

Of course the highlight, the biggest success we have in our Air Force, the Chief said it, we have 12 Outstanding Airmen with us today that demonstrate it. We have our video winners with us today. Our resilient Airmen are absolutely incredible. I'm going to spend the rest of the time telling stories about our incredible Airmen. But they're phenomenal. We don't have enough of them, frankly. But they're amazing. We're doing, Secretary James, General Welsh and every part of the Air Force is doing everything in our power to make sure we are taking care of our Airmen. They're the ones that make the mission happen, they're the ones that are going to make us successful, they're the ones that are going to innovate and find ways to solve the problems that we have. It's those folks out on the line that are doing things day in and day out.

So as I go through these next, I'm going to go through a few vignettes and then I'll be more than happy to take questions, but it's talking about our Airmen and what they do.

I'll start with Angela Kimler. Theater security cooperation, being out and about and in theater. Angela Kimler is our C-17 demo pilot in the Pacific. She's got almost 800 hours of combat time. She does air-land air-drop, HADR. She's been everywhere. We took her to Singapore last year with us. I actually got to fly the airplane in there with her. She's amazing, an amazing young lady. But we landed there, about 100,000 plus people, 76 nations were represented. It was a huge air show. In that part of the world it was the largest air show. All the people would come up and talk to her and talk about hey, so what do you do? She'd go I'm the pilot. They'd go oh. Then she would say that she is actually, in the demo, she is the demo pilot. And the response was unbelievable, folks.

I've got to tell you. The line to talk to her and shake her hand was miles long, and the majority of them were young women. The role model she set in our theater, being that capable, that qualified, that much of a role model was indispensable. That theater security cooperation, just having her out there, was phenomenal.

She told me after the fact, she said you know, General Carlisle, one of the greatest things that happened was I had five girls come up to me, two older girls and three younger ones, and they told me how they proud they were of me. She said I'm doing my job. I never thought somebody I didn't know would be that proud of me. But that's theater security cooperation and that's us being out in the theater day in and day out.

This is a great news story with our Japanese friends. I have to tell you, these two gentlemen work on my staff. Lieutenant Colonel Tanikawa, goes by Tank; and Lieutenant Colonel Nose, goes by Ziko. These two folks are on my staff. We talked about integrated air and missile defense and the fact that we're missing, that's a challenge that we have got to get after. Going back to theater security cooperation, integrated air and missile defense, we're not going to do this alone. Three largest missile arsenals all pointed at us. A lot are pointed at our Japanese friends.

We started off with this integrated air and missile defense war game. It started off as war game one. One, two and three we did by ourselves. In four the light came on, as you might imagine. WE said hey, let's do it with the Japanese. What we do and how we interact, how we use their forces, how we take advantage of their Aegis and their PAC III's, how we take advantage of ours. How we set up CAPs, how we do command and control. It's incredibly important that we do this together.

So war game four and five we did together. Six is coming up, it's named Sakemora, which is kind of cool. It's a type of Samurai in the Japanese language. But what the Koku Jieital Airmen did has been nothing short of spectacular.

We just signed a bilateral area air defense plan with the Japanese. We've actually, the planning that we're doing together. The air defense headquarters for all of the Japanese air forces, on Yokota Air Base. It's joined by a tunnel to the command center at 5th Air Force and USFJ. And during the most recent missile launches by North Korea, General Nakashema who is the ADC commander and General JD Harris were sitting side by side doing things together. Huge success. Huge capability in integrated air and missile defense when we do it together and with our friends.

We also have four Japanese folks on our staff. We have Koreans on our staff, Singapore on our staff, and Australians on our staff. I will tell you that that, with respect to all of our planning and where we're going is critically important to our future.

This is Captain Thomas Hocks. That's obviously a picture of him meeting Secretary James in the Middle East. He's in the 82nd Expeditionary Reconnaissance Squadron at Kadena right now. A brilliant young man. And as you might imagine, if you get a bunch of young weapons officers, give them a problem, put them together, they'll solve the problem. Just like all of you do day in and day out.

The area that we cover clearly is huge, so you go from the Sea of Kursk and what happens with the Russians up there, Korean Peninsula, Secaucus, Taiwan Straits, the Philippines Sea, the South China Sea to the Straits of Malacca. That's pretty huge. So what has always been the case with respect to ISR and how you gather and gain and maintain ISR SA is, spread them out and get as much as you can from as many places as you can. You tried to cover everything from the Sea of Kursk to the South China Sea.

The result was you had some great individual collects, but there's some synergy here that we were missing. What we did -- we didn't do, this young man did -- he put all those together. He got everybody, nine different ISR platforms on Kadena as well as the U-2 guys from Osan and the Global Hawk guys from Misawa and Anderson, and he said, okay, let's figure out how we can do this better. The result was an amazing increase in our ISR capability. Not necessarily because we had more, because we didn't, but it's the way we used it. It goes back to innovation, repurposing the things you're doing.

So we did things like, and we can't obviously go into every detail that we've done here, but we call it, many of them have different kind of intelligence sources, multi-INT as you might imagine. So we call it Multi-INT Cross Compare. We looked at synchronization and timing. We looked at predictive intelligence for where we're going to try to gather this so we know when to pair and when we can glean the most information. We looked at hybrid tracks. So you have different tracks. We figured out a way, even if it was for a couple of hours in a 12 hour mission for the Global Hawk or the U-2 or the RJ or the P-3

or the EP-3, if you do hybrid tracks there was a couple of hours where they were close to each other and they could do this cross-compare. Just tremendous, tremendous work, and it was a bunch of captains weapons officers that were sitting around Kadena going hey, we can do this better and smarter. It's amazing the results and what we've gotten from that. We're still short of ISR, mind you, but we're doing a lot more with what we have. Again, innovation.

This is our continuous bomber presence. These gentlemen here are the crew of the two B-52s that flew through the East China Sea, ADIZ, 12 hours after the Chinese declared the East China Sea air defense identification zone. You know, it wasn't anything earth shattering. We actually had that sortie scheduled all along. We just didn't cancel it.

The Chinese, as they declared the ADIZ, they did it without consulting anyone and they did it not in accordance with international law, international norms. They put caveats on it. They made it sound like they controlled the airspace and if you didn't respond to their controls they were going to ask you to leave, you have to leave, and if not, they were going to take special defensive measures to make you leave. That's against the law. It's international airspace. There was a lot of tension as you might imagine, in the theater. Obviously the Japanese were very, a lot of tension. The Koreans, a lot of tension. It overlaps both those other ADIZes. It overlaps both the Japanese and the Korean ADIZ. So there was a lot of tension.

One of the greatest de-escalation things we could have possibly done was fly two B-52s right through the middle of that with American symbols on them going hey, this is international airspace and we're going to fly airplanes here in accordance with international law.

Again, it wasn't anything earth shattering but it was a great accomplishment with this.

What our continuous bomber presence does, the Chief talked about it, and you saw an award yesterday morning for the B-2 crew for the Full Eagle mission. Folks I've got to tell you, we had planned that, a great combination between Global Strike Command and PACOM and us and how that worked all the way into the Korean

Peninsula. When that B-2 did a low approach at Osan with an F-16 on either wing, it was on YouTube 46 seconds later, which is exactly what we wanted. Because nobody knew it was there until it did the low approach. And of course that got any potential adversary's attention as we went forward.

What these guys do, our ability to do global strike and the Chief said it earlier, we're the only nation in the world that can do what we do with these guys.

This, I mentioned it earlier, many folks, I've talked about it before, I talked about it at AFA out in Orlando. It's called the Rapid Raptor Program. This is kind of, we're continuing to evolve it. It's got great moves forward. Major John Biederman, his call sign is Ox. I guess you can look at him and figure why. He's the one that's got his flight suite tied around his waist there. It was his idea. He worked it from the outset. It's the Rapid Raptor concept where you take a C-17 and Raptors and you go someplace and you keep moving them around so the adversaries don't know where they're at.

These gentlemen took it to the next level. They took two KC-135s from the Guard unit there at Hawaii, one Active Duty C-17, four F-22s. Fifty people. They deployed 2300 miles to Wake Island and started generating sorties out of Wake Island. Stayed there for three days, turned around and generated them all, and brought them all back home the next day, all at the same time, all together.

In a tribute to our incredible Guard force, it was a TFI. Sixty percent of that was Guard and 40 percent was Active. They did all the things ahead of time, and this is bare base. If you've never been to Wake, it's not exactly a garden spot. There's nothing there. So they were pitching tents, they were figuring out hygiene, they were figuring out food, they were eating MREs. They had to figure out security. They had to figure out secure com links. Ragingly successful.

They also, because obviously moving airplanes any place you always run the risk of breaking airplanes. The maintenance crew on the Guard side was phenomenal. They put together, they went back and did the analysis, they were very innovative in this. They looked back over a year and looked at all the hard breaks on the F-22 and figured out what exactly they needed to deal

with those hard breaks and as I said, they got there, for three days generated sorties. At the end of three days they brought them all back. Didn't lose a sortie and didn't leave an airplane behind. Just amazingly successful. That's the kind of innovation --

That, if you think about integrated air and missile defense, if the adversary doesn't know where your F-22s are going to show up next I guarantee you it will give him pause of what he's going to do. Again, just a tremendously successful engagement.

This one, again, agile flexible C2. This is one that when we think about it now in the age that we live in with the information age that we're in, it's hard to believe that it took this young man, Warren Heinz, Master Sergeant Heinz, to figure this out. But a lot of cancels with Global Hawks. With weather, and in the Pacific that's a challenge. So flying out of Guam they were having about, they were getting almost half weather cancel. About 48 percent was actually flying. About 50 percent or so were being weather canceled.

What Sergeant Heinz figured out how to do was to real time get satellite imagery and overlay the route of flight and the current position of the Global Hawk instantaneously. Basically real time. So the pilot flying the Global Hawk actually could see real time where the weather was and he could figure out, and he would call the weatherman and go hey, what's going on? The weather man would go well, if you hold here for about an hour you'll be able to complete your mission because that front will pass.

Again, it's kind of a reasonably minor thing. This is now a best practice for Global Hawks everywhere and it was one of our weather flight master sergeants that figured it out and it's real time work. Again, just phenomenally successful.

The last two stories I'll tell is about our incredible resilient Airmen. This young lady is Senior Airman Felicia Walker. Chief McDonnell and I were on a trip over to Kadena and we're going to Guard mount and we were talking to everybody and it was a great discussion. We met this young lady and Chief McDonnell looked at her and said hey, why did you join the Air Force? She said, well, my mom's a drug addict and I wanted something better for myself. Which is not the answer you usually expect to get. So

we started talking to her and we started asking her to tell us her story. It's an amazing story and it is a tribute to the Airmen that we have that raise their right hand and swear an oath to our nation.

Her life started out okay. It was her, and she had a younger brother and sister. She had a mom and a step-dad and things were going, I mean it was okay. Then at some point when she was fairly young, I think about nine, the step-father had some issues with depression and he committed suicide. Her mom took it very very hard. She ended up turning to drugs. Then it was just a spiral downhill. Felicia here would cover her sister and brother's ears so they didn't hear the screaming and yelling with men that were abusing her mom. She still carries the scars, she had her jaw broken once when she stepped between her mom and a man with a screw driver coming her way and she still has the scar on her face from where the screw driver hit her. Worked young, was homeless for a while, lived on the street.

Eventually child services discovered this and they move to their grandmother's and things started to kind of get better. Her mom was still there and still having serious problems, but they were in a fairly good home. She's an amazing athlete. She's a soccer player and a basketball player. Just amazing. World class point guard. They had college scouts for women's basketball come to watch her play because she was that good.

In the middle of her senior year she blew out her knee. So the second disappointment now. She's not going to go to college. There's no money and the scholarship idea goes away. And as she tells it, she said I really started losing hope. I got in trouble. Nothing major, but I didn't have any reason to live, I didn't see any reason to go on. But she has an uncle who was a former Airmen and her aunt sat her down and said hey, this is when she was I think 19. She's out of school now. She's not going to college and she's going down a bad path.

Her uncle says hey, you need to do something, because if you don't, you're going to end up just like your mother and you don't want to be like that so you've got to figure something out. I was in the Air Force, it's a great way to go, you ought to think about it.

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Sure enough, at first she didn't think it was right for her. Eventually her mom got very bad and she said okay, I don't want to end up like that, I want something better for myself, and she joined the Air Force.

She's been in the Air Force now about three years. Last quarter she was Airman of the Quarter. She's a couple of credits away from her associate's degree. She loves our Air Force. That is why our resilient Airmen are incredible.

Imagine what this young lady can share and help other Airmen that are facing problems when she talks about what she went through.

In PACAF we have a thing called Every Airman Has a Story, or Storytellers. She's one of them. And she tells the story and it's amazing how much it helps other Airmen that are dealing with challenges. That's why again, we've got the greatest Air Force in the world.

This is the last story I'll tell and then I'll open it up. Actually I think we have a video then I'll open it up.

This happened this past July. Actually Chief McDonnell and I are on our way out there. We actually had to slide our trip for a day because super typhoon Nioguri was going to hit Okinawa, and it hit, 140 mile an hour winds. But the most startling part of it was 37 inches of rain in 36 hours. At one point they got 40 centimeters, whatever that is in inches, 16-17, in less than 12 hours.

So the storm had passed and that's the Munz area at Kadena. So the security policemen, the storm had passed, they were in recovery mode at Kadena, so the two Airmen First Class go out to do guard at the Munz area and the Munz area, it's a guard shack that looks one way and there's a dip that goes underneath the road and the water usually backs up there. Of course that's the only way they can see anywhere. So it's raining and raining. They go on at midnight. About 6:00 o'clock in the morning they're looking, worried about flooding and it's coming this way. What they failed to realize was the river that's about a half mile behind them, had already gone over its banks. And it was pouring in.

The first thing they notice is they look down and water's pouring in at their feet. The water's coming in from the door seal. They try to get the door open, they can't. Roads were almost unpassable. They call the BDOC. The BDOC sends out two security forces, two trucks to try to help these guys and the water's rising now. I mean it's rising fast.

One Airman First Class calls the BDOC and goes hey, I'm going to shoot out the windows, inside of a guard shack with bullet-proof windows. Okay, I don't think that's a good idea. Why don't you hold off on that plan.

So these guys get out there, these two guys, Brad Reeves and Aron Duggins, it's Dad Reeves and Dig Dug Duggins is who they are. I got to meet them and shake their hand. They're the ones holding the hatchets.

So they get out there and the water's climbing. In the far right hand lower corner, that's a ten foot high guard shack and that's people standing on top of it. That's how high the water is.

So they get out there. Initially they try to get to the guard shack but the water is running pretty swiftly. One of our firefighters and one of our Japanese firefighters actually swim that orange rope that you see out there. They tie it off at the top of a gate at the other end and they swim out and they tie it off to the antenna on top of the guard shack so they have a way to get back and forth.

The bring K12 saws with them, they're doing everything they can. They get out there. Again, they're walking quite a ways to get there because the water's so high. So they're walking mile or so to get there and these two gentlemen are kind of the heroes in this whole thing.

Kind of a long story short, they get out there, they start using -- one of the K12 saws gets washed away by the rapidly running water so they lose one saw. They have the other saw, they're going for it, they're trying to -- 12 inch reinforced concrete with rebar in the middle of it. They're trying to saw their way through it. The saw, the belt shreds, so that saw's no good. Then it's basically chain gang. There's four guys, they've got hatches and sledge hammers and they're pounding. Water's

getting higher and higher and higher. The two Airmen are now standing on top of a desk inside of it. They finally get a hole through. Dig Dug sends two guys back to the car to cut out radiator hoses to make snorkels if they need to send through the hole that they've got, because they've got to make the whole big enough to get these guys out.

So they keep pounding. They pull the first Airman out and it's about six inches of water in the top, their heads are hitting the top of the roof. They try to pull the second guy out, he's a little bigger and he doesn't quite fit so they have to push him back down in, which, can you imagine being the guy that has to go back in the water? So they make the hole a little bit larger, and by the time they get the second Airman out he's got about two inches of air. His head's back against the roof and his nose is above water. That's it. We came probably this far from losing two Airmen. But that is the kind of Airmen you have. I mean that's resilience. These guys were phenomenal.

The two Airmen are doing great. We were a little worried about them, it was a pretty strenuous situation, but they're doing absolutely phenomenal. But that's the kind of Airmen we have.

I will tell you, let's go to the last slide. The Chief said it, Secretary James said it, at the end of the day folks we have some hugely tough times in front of us. Let there be no doubt. We have some challenges that we're going to face. Budgets are going to be tight. WE don't have enough people to do everything we need to do today. We owe everybody priorities of what the most important is, so we do those things first to meet our obligation to the American people. But we're going to make it through it. There's no doubt in my mind. The Chief said it more eloquently than anybody can, but we're going to make it through it because we have Airmen like you just saw. They're phenomenal. They're absolutely amazing. And we are going to solve these problems.

We're going to do what Jimmy Doolittle told us to do. We're going to fight our war from the neck up, not the neck down.

With that, I have one more video. I think you've heard Kyle and McKenna, can stand up on more time, Airman First Class Gott is the second place in the video contest, so we're going to run their video so you get a chance to see it and then you can shake

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their hands afterwards. Then after that I'd be more than happy to take any questions you have. Kyle, McKenna, thank you very much. It's great to have you guys here.

Run the video, please.

[Video shown].

Kyle, I'm thinking your mom's got to be pretty proud. We'll send that to her and tell her thanks.

Okay, any questions?

Moderator: We have time for one question. General Carlisle the clue for you is India and Japan. Here are the two questions that we'll put together and let you answer them one way.

Japan is modifying its constitutional ban on sending its forces out of the country. Secretary Hagel apparently endorses this. In what practical way do you expect this to improve training and relationships between the Air Force and Japanese Self Defense Force?

The second, India is the world's largest democracy with the world's fourth largest Air Force. The Indian Air Force has much in common with us and also a recent tradition of good Indian Air Force-PACAF relations. How do you see that relationship evolving?

General Carlisle: Great questions. I have to say, and I have had the chance to spend a lot of time in Japan. Our relationship with the Koku Jieital, the Japanese Air Force, and with the entire nation of Japan is phenomenal. They're a sovereign nation. They'll make decisions on their constitution the way that fits them for their government.

Obviously the United States is fully in agreement with the way they're headed. It's in their self-defense, it's the concept of collective self-defense and what they're able to do.

They are a full partner in the Pacific. The relationship that exists between the United States and Japan is clearly one of these most critical relationships for security, stability and prosperity in the Indo-Asia Pacific that there is.

I see the Japanese being very deliberate as they go forward. I think they'll be very cognizant of the historical perspective in that part of the world. They'll take that into account, but they'll do what's right for their nation and I think they'll do what is right for their nation, I believe, as it evolves will be the right thing for the area and I think it will be the right thing for the United States and the Japanese relationship.

So Prime Minister Abe and what he's moving forward with and the way that they are going about the change to the constitution is a positive thing. And I think they'll be very deliberate as they move forward. So I see it as, in my opinion, from my perspective, it's a good news story as we move forward.

The India relationship with Prime Minister Modi just moving in, by all accounts that relationship is going to continue to get better. It is one that you have to work hard at. It is one that you have to be patient. They're unique in their position. If you think about some of the things that happened in the past in the late great days of the Cold War and the relationship they developed with Russia and where it is now, and the relationship that has since grown immensely with the United States. It will continue to grow. It's one that is going to take time. It is going to take patience. There will be probably ups and downs. Most of that driven by the political environment inside of India. It is the world's largest democracy. They do have economic things that they have to get done as they continue to move that nation forward.

Air Force to Air Force, Air Chief Marshal Raja and I have spent time together. He's a great guy. Air Chief Marshal Brown before him is another great guy. The air forces I think are very close. The political environment in which we can operate and continue to train together currently is on the upswing. It's not just with us. Japan has a great relationship with India. Australia has a great relationship with India. So I think coalition wise and friendship wise, that relationship will continue to grow. Again, I think Prime Minister Modi being the newly elected prime minister, that is a positive thing.

And we do have a lot of commonality. Systems alone, C-130s and C-17s. They love those two airplanes as you might imagine.

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There's some exchange capability there with training teams as well as exchanges with respect to flyers.

So all of that to me is positive. It's one I think though that with respect to India you just have to be patient and consistent in the relationship as you move forward.

Moderator: Thank you, General Carlisle.

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