

**Chief of Staff of the Air Force
General Mark Welsh III
Tuesday 16 September 2014
Air Force Update**

Ladies and gentlemen, I'd like to introduce a very special guest today, this is Tech Sergeant Paul Williams. Or he can be Brian Williams today! Thank you, folks. You're going want to applaud again in a minute so I'll give you a break. Brian doesn't like any of that stuff, he's a tough guy, a great Air Force cop, Air Force hero and the winner of our American Airman video contest.

As you can see from the compilation of some of the others submitted the results were fantastic, Major Command Commanders selected their winners, submitted them here, the second place winner here as well from Pacific Air Forces, Kyle Gott, a crew chief at Kadena in Okinawa, and his wife McKenna is with us, stand up and wave to the crowd. McKenna's getting ready to head over and join Kyle, it's an exciting time, she's been waiting for him to get in quarters, he's been stalling. It's going to be a great Air Force life for them I guarantee you.

But of all of these people who submitted the videos the Air Force voted and the winner is standing right here in the center of the stage. We're going to run the video and you can judge for yourself.

[Video]

>>General Welsh>> Brian, tell these guys what you think about being an Airman in our Air Force.

>>TSgt Williams>> "The video is as raw as I can make it. I started from the bottom. And now I'm here. I don't regret anything I've done. A lot of lessons learned. And I highly encourage, that's why I still want to stay in, that's why I'm still fighting to stay in. 87th Medical Group, I hope you can hear me. So I mean, the contest as a whole and the competition, Airman Gott put up a phenomenal video as well. It's individuals like him that make me want to stay in and supervise and mold the Air Force, to carry it over so if and when I retire at 20, I know it's in the right hands. Based on his video, his demeanor, and his attitude I'm pretty sure we're heading in the right direction."

>>General Welsh>>By the way I'm going to ask Brian's wife Emily to stay on her feet for a second and turn around and wave you, she's a former Airman, or an Airman planning to separate here in the very near future. They're a great Air Force family, she has been with him every step of this journey.

Thank you for all being here. It is always a fantastic opportunity, I think, to talk about our Air Force, to talk about Airmen, and to educate each other a little bit. I think we got off to a fantastic start yesterday with the Secretary's presentation, I don't know about you but I thought it rocked. This idea of bold leadership got Major Command commanders and command chiefs fired up so we have to be careful, they were grinning as they left. But we got a lot of people I think who will follow that charge, thanks for giving us the push, and thanks for the fearless approach to leadership you brought into our Air Force, we really appreciate it and it's going to be phenomenally helpful for us as we move forward, I think. We need to be bold, fearless right now, realize that we can spread our wings a little bit. In fact I believe as a service we have to.

Let me show one more short video here just to kind of remind you of who we are.

[Video]

I just think it's helpful sometimes to start with a reminder of where we came from, of whose shoulders we stand on and to realize that no problems are new, no challenge or new, no missions are new for us, it's just a new time. Circumstances are a little different and we'll roll through these like we rolled through the past ones. Most of you in this audience led us through them and we got a whole lot of people in the front of this room will lead us through the challenges we're facing today. I don't worry about that.

I do worry about losing heroes though, and about a month ago we lost another great Air Force hero, Colonel retired Bernie Fisher died. All of you know the story of Bernie Fisher landing in A Shau Valley Vietnam to save one of his buddies in his squadron, Jump Meyers, who had gone down in an effort to defend, to secure the special operations camp at A Shau.

Unfortunately his airplane was hit by 50 caliber fire and, Major Fisher at that time, Maj Fisher at that time, actually escorted him through a landing, giving him direction on where the runway was, ordering him to raise his gear because the runway was pock marked and cratered. The belly of the plane exploded, threw the airplane off the side of the runway, the last thing Major Fisher saw was Jump leaping out of his airplane smoking and diving into a ditch. He decided he must be injured and he was probably not going to last until the recovery forces get there so he decided to land and pick him up in the middle of a firefight under the security of the special operations camp. Unbelievable courage for which he was awarded the medal of honor, fantastic story, fantastic Airman and a fantastic, fantastic patriot.

He continued to give back to our Air Force for years, after he left active duty in 1971, then Colonel Fisher went to the Idaho Air National Guard as part of the 124th Fighter Wing, 190th Fighter Squadron out of Boise. In the bottom right of this picture is the TAG of Idaho, Air Force Major General Gary Saylor, who represented our Air Force at the funeral. Gary if you happen to be listening, thank you for repping us at that fantastic event. And thanks for your leadership of our Airmen in Idaho. This was a tough day for the Air Force.

This was a good day. Yesterday I met Mary Felk. Mary, would you mind standing up for just a minute so the crowd can see you? You're over here somewhere. Mary started teaching aircraft maintenance at Wright Patterson today, at Wright Field at that time, in 1942. She has been teaching ever since. For the last 72 years she has taught and mentored Airmen, she does it today, every day for our great Civil Air Patrol cadets across the country. This is an incredible lady. I couldn't believe I had not met her before, I had a chance to meet her yesterday, got this picture taken with her so that I could have it, quite frankly. She is a member of the Women's Aviation Pioneer Hall of Fame. She has been identified as one of the ten most influential women in aviation aerospace for the last hundred years, has won awards for every major aviation organization in the world, I believe, for her work.

She has 6,000-plus hours as a pilot in 19 different types of airplanes, airplanes like the P-38, the P-47, the P-51, the P-82, the P-63, the A-26, the B-17, the B-24, the B-25, the B-29, the P-80, the C-46, 47, the C-119, the C-121 and on and on and on. Ladies and gentlemen, an American hero.

Thank you, folks, and Mary, thanks so much for being here, just to be part with your Air Force again.

You guys probably don't recognize this guy. Giulio was a lieutenant in the Italian Air Force in November of 1911 when he flew his monoplane across the Mediterranean Sea into Libya and for the first time dropped explosives out of an airplane, two and a half pound hand grenades, fuses, put one in his teeth at a time, screwed it in and dropped it over the side of the airplane to bring the fight to the enemy. He dropped three times, the first one hit in the middle of a small camp, he was aiming at the large camp.

There wasn't any damage. The second and third one he never saw hit so he doesn't know what happened but that was the first time we dropped bombs out of airplanes and air campaigns began because Giulio had this idea.

An interesting thing: over time I think it's important for us to remember that we have not been the only Air Force on the planet. In fact we always haven't been the leading Air Force on the planet. From this first air campaign by the Italian Air Force, we actually kind of came late to the game of knowing that we needed an independent Air Force to take the full potential of this new way of war and utilize it to dominate battle space. The Brits in 1918 actually became an independent Air Force in April of that year. Next was Italy in 1923, France in 1933, Germany in 1935 and then Swiss Air Force in 1936 so there's this long, incredible tradition of aviation and Air Forces represented right here in the room today. We haven't always led the way. So why is it that we believe that we are the greatest Air Force on the planet? I think this is a really important question to ask before we ask the most important question which is how do we stay the greatest Air Force on the planet.

So let me give you some of my opinions. You can share them or not.

It's not just the airplanes, there's lots of Air Forces around the world with really cool airplanes. Not just the weapons. These are all pictures taken from videotape and Operation Odyssey Dawn or Operation Unified Protector, the Air Forces there are precision guided weapons, all direct hits or about to be direct hits. Not even just the pilot as much as I hate to admit this. I'll take ours against anybody's, don't get me wrong, but on this slide, there are 750 air to air kills represented. And there's not an American on the picture there.

Rene Fonck in the upper left was the leading allied ace of World War I, French Air Force, 75 kills. The guy on the bottom is, Ivan Kozhedub a Russian was the leading ally ace of World War II Guy in the bottom middle who you all recognize is the Red Barron, Manfred von Richthofen, 80 kills in World War I. Bottom right is the great RAF ace Johnny Johnson with 38 kills in World War II. Upper right, Billy Bishop from Canada, 72 kills in World War II. Next to him is Lydia Litvak, one of two female Soviet fighter aces, she was a double ace in World War II with 12 kills. Next to her, the upper left middle is the king of aces, Major Eric Hartman, 352 kills. This is an amazing picture of talent, it's not just the pilots.

What makes us different I believe it starts here.

Ray Odierno, the Chief of Staff of the United States Army talks about the strength of America being its Army. I don't disagree with Ray that the Army reflects America's strength, I think it does, but I believe the Air Force reflects America's spirit. This bold, indomitable to always reach higher, to always see over the next ridgeline, look into the next decade, the idea there's always something worth dying for.

Since the day this country was formed and we fought to form it Americans have been a little bit different. The country wasn't formed on a common religion or a common political ideology or a common race or a common language, it was formed a common idea. The idea that the greatest thing a nation can give its people is freedom.

And that you have the right to hold your self-determination in your own hands. So that if you want to fly, little girl, spread your wings. And nowhere, in my view, is that American spirit captured better than the American aerospace business and in the air power derived from it.

Americans have always been inventors and explorers and pioneers, aviation and air power have become woven into the fabric of our nation and Americans will not accept anything less than the greatest Air Force on the planet. I think that's where it starts. But there's more to it.

We've been consistent. We've had the same missions for a long time now. We're really pretty darn good at them. We also understand and embrace the idea that we have to do those missions in three domains now and the way we accomplish them has to change constantly to keep up with expertise changing in those domains and the technology that enables it. We think big in this Air Force because our nation dreams big. We think about global reach and global power and global strike.

If you want to make a political statement, well, you could make a statement on TV or you can send a B-2 from Missouri to South Korea. Sure, that's easy. There's only one Air Force on earth that can do it.

We're a full spectrum, full service Air Force. The only one. Capabilities across the entire spectrum of air, space and cyber capability, and Airmen trained and equipped to do the job right. And we train like we fight. Or at least we strive to. And it doesn't matter what mission area you're in, I don't care if you are a cop, a firefighter, you train the way you need to fight. It includes ranges, it includes simulators, construction development, it includes collaborative training, degraded operations training, full spectrum training, we do all of that.

Nobody else does. Not to the degree that the United States Air Force does. There's a reason everybody wants to come to Red Flag, everybody in our Air Force and everybody in allied Air Forces, because we have the resources there to train at a level that most people never have the opportunity to train to until they hit actual combat.

In July I was at a night Red Flag, it was a pretty incredible experience, I sat in a mission briefing and I listened to the air boss for the day, one of the flight commanders from the Red Flag staff, an Army Captain helicopter pilot, give the introduction to the air war for the day. The next briefer was the air to air package commander, from Singaporean F-15 pilot, the next briefer was the special operations mission commander who was a French commando. Finally an American F-16 pilot as a strike package commander saying a few words. It was actually kind of stunning and they briefed a plan that I would never have been able to execute in the daytime. And then they went and did it at night perfectly. Nowhere else.

And there's a reason that happens, and it's not all people, there's also foundational aspect that's infrastructure that we can't afford to forget. And in this country despite our criticism of where we stand on infrastructure at sometimes we have done a better job of investing over decades in the infrastructure that allows us as an Air Force to operate better than any other planet. With lots of support from the congress, the joint staff, the major commands and the other services, even. It's training infrastructure, its test infrastructure, both white world and black world so we can develop systems the proper way, heavily engaged and cooperated here with industry.

It's nuclear infrastructure that allows us to do an operational mission every single day 24/7 since the day we started the mission and do it 100 percent successful. It's space infrastructure for the space launch mission, it's this incredible complex of things that cost money, that require management that we need to think about every day as we think about future capability of an Air Force. Nobody's done a better job of that than our Air Force over time.

And then of course there's the major muscle movement of our Air Force. What I think of as the heartbeat. It's not the people who are in the headlines it's everybody else, the maintainers in the

backshop, the test guys, the people, the force support squadrons, its instructors on the range, not the cops they train, everybody from the guys in the motor pool to the folks in the command post, the great honor guards at every base, the great civilians who serve our families, all the first responders we have on base, JAGs, dental and medical folks, comptrollers, finance, contractors, everybody.

All the people that keep this great, great machine of an Air Force moving constantly, they are in the background, they are spectacularly good at their jobs and what's really different and unique about our Air Force is that every one of them thinks they're as good at their job as every pilot and every special operator thinks they are at theirs. And they're all right.

And they've become part of this incredible team led by our appointed leaders, by our officer and NCO force, by our great civilian Airmen in concert with our guard and reserve, then this incredible joint military team that we're privileged to be a part of supported by financial partners on the hill and great organizations like AFA and the industry partners who are here this week. Nobody else has this.

Nobody else has Parker Green. Parker, where are you? You're here somewhere. Will you stand up for a second? How many people in this room have met Parker Green? Would you raise your hands? There's a lot of people, Parker. Parker Green is a great representative of the great people I have working on the Chief of Staff of the Air Force civic leader group currently with 28 active members and 38 members emeritus, who help our Air Force across the spectrum, connecting communities, taking care of families, Parker and Dr. Lucy, would you stand next to him I can't talk about Parker without you, these two folks have done as much or more for Airmen in our Air Force than any couple I've ever met in my entire career in uniform or out. Thank you for everything.

We got other great teammates. These are people we train with, we fight with and we trust. Not just the ones on this slide but all the ones that we have as partners around the world that are represented by the uniforms you see sitting around you today. Of course while we talk about innovation a lot lately, innovation is not new to the Air Force, not even close. In fact let me stop here before talking about the picture, let me show you a quick video that tells you how one of our Airmen today feels about innovation, how it's just kind of part of the job.

[Video]

Thanks, by the way, to the great folks at combat com for doing more video for me. It's interesting when they do this they really seem to capture what the people think, what they say, how they act, who they are, I love seeing it.

You guys have all seen a predator before. This is a very special predator. This predator was one of the three predators we had on 9/11. The predator's story goes back to the mid '90s, it's an amazing story and involves multiple services, leadership in multiple services, involves air chiefs, it involves service secretaries, it involves a whole bunch of people but involves nobody more than the Air Force and Snake Clark. Snake, are you here today? You might be working for a change. Where is he at? There he is, standing in the back of the room in a blue shirt and a tie. Snake, wave one more time.

Let me tell you about Snake. He was involved in this program starting in 1996 a special project for the work he was doing in the ISR arena. He kept getting reconnected to it as ideas would occur to different Chiefs and Secretaries and he kept pushing the program because the capability was really new, different but noticeably a good thing. On 9/11, we had three of these. And within 25 hours of the actual attack on 9/11, three of them, 14 hell fire missiles, a mobile communications suite and a team of great Airmen and contractors who work them were on their way to the middle east. 25 hours. Pretty amazing. This

particular airplane fired the first hell fire test shot in January of 2001, it flew the first sortie over Afghanistan on the 16th of September of 2001, fired the first hell fire missile in combat on the 6th of October 2001. It's an amazing story of innovation.

By the way there's a great industry partner in General Atomics, the great contractor who put this technology together into something useful to the warfighters. There's a story of agility because all that innovation doesn't help you if you're not agile enough to take advantage of it. This was the execute order for the predator to fly on 9-12. Because we had leaders bold enough to say this is the right thing, we have the capability, move it. Get it there and let the warfighter figure out how to do it. This is what the boss is talking about, do the right thing, do it in a timeline that makes a difference, do it when it matters most, take the risk. Snake Clark did it. And then this incredible, incredible story's unfolded since then. Snake, thank you for your contributions to our Air Force and warfighters, you've been a remarkable hero to all of them.

Here's another guy impressive, he's sitting right over here by the way, Eric Reagan, he's hiding over here in the corner. Eric, where did you go? There you are, and his wife Kelli is with us as well. Eric and Kelli are actually assigned here in D.C. right now but Eric is what the acquisition guys called a ghost officer, not too many years ago Air Force special operations command decided to try a program, really kind of innovative, to bring in talented acquisitions officers from around the Air Force and they brought them down here for 120 days at a time. The first 60 days they spent with AFSOC headquarters getting assigned to a program trying to develop something that could be fielded in 120 days if they could, or finish a program that the last ghost had started moving. It's about rapid, agile acquisition. It's about using the rules you can get through SOCOM and AFSOC that you can't get other ways to make things happen faster for warfighters. There's many examples of their success. Not many people have heard of the ghosts. A lot of this happens because they get this idea, put it together, and then they spend their second 60 days downrange with special operators in the field. Testing the equipment, showing them how it works, figuring out why it doesn't work, making the adjustments to the program to make sure it was delivered, what they need. Eric was ghost number 12, there's probably 80 to 90 ghosts now. When they're done, they go back to their organizations. They bring everything they learn and over time and the expertise to change the way people think in our acquisition system. He will grow into someone who is innovative, who is agile and knows it can work and he's not going to be satisfied with the way we're doing business. Eric, thanks for making a difference with what you've done and what you're going to do in the future.

Another thing that I believe makes us the greatest Air Force in the world is that we have people whose entire job is based on service to other Airmen. They measure themselves and our system measures them on how well they take care of Airmen and families. Our great Air Force chaplains, this guy in a combat zone, this is Steve Fisher. There are also a lot of others there are medical providers, dental care providers, sexual assault response coordinators, special victims advocates, special victims counsel, so many people whose professional life is about nothing but helping other Airmen succeed. There aren't a lot of Air Forces that have that level of dedication to that effort.

We also understand that air-minded thinking and understanding different domains is not something that comes naturally to everybody and we have focused on education. We spend a lot of money on tuition assistance, on supporting Airmen development and education programs, on getting people through commissioning programs where they're required degrees. On sending people for advanced degrees in multiple ways, we understand that this is an institutional priority and we have committed the money and resources and the infrastructure to make it real and we have talented people who run this enterprise for us.

Then we trust our people. This is a picture of a load crew getting a load of weapon on a B-52. In that picture there's a staff sergeant, senior airman and airman first class. I don't see the chief in there. I don't see the lieutenant colonel squadron commander in there. Because they don't need to be there. They're off doing things they ought to pay attention to because that staff sergeant's got this. We know he's got it. We trust him to do it. He feels like he's trusted to do it. This is a difference in our Air Force, folks, and it is maybe the greatest strength we have. It produces Airmen like this one.

[Video]

I think everybody would like a system that produces that person. Another thing we don't give enough credit to is the force-multiplying effect of this family feeling that is our Air Force. For those who have been in it a long time or for those who have been in a short time but feel like its surrounding them. But it's everyone taking care of them in the right ways

This is Jamey and Chris. Jamey, used to work in the command section on the Air Staff. That's how I and the rest of the team met him. Betty and I met his twin brother Chris at Kirtland Air Force base. Jamey is a material leader right now at Robins AFB, Chris works in the space vehicles directorate for Air Force research laboratory, he has a master's, as I do, in biochemistry. You doubt me? Maybe I don't have a master's degree in biochemistry but I could if I wanted to.

These are two pretty impressive Airmen. Chris is a civilian Airman, Jamey is a new lieutenant colonel, phenomenal performers, reputations, great, great people. Last month Chris walked into a doctor because he hadn't been feeling well and was diagnosed with a very strange and unique brand of cancer, he has both Hodgkin's and Non-Hodgkin's lymphoma. He was given days to live. His wife and two young children had their world shattered. Jamey immediately went on emergency leave to join his brother and take care of him, because he had to be isolated because they threw him into chemo instantly, his wife and family had to stay away. He thought he would be all alone at Kirtland Air Force Base. He was wrong.

By the time her got there, one of Jamey's old friends who had met Chris had flown in, retired, lived in Colorado, had driven down and moved in with Chris's family to take care of them. Taking care of the house, the kids, making sure the wife spent time with Chris, he did the cooking and everything. The squadron was building meals for them, three times a day, delivering them to the house. Everybody in the unit was coming and visiting in the hospital, decorating the hospital room, doing everything they could so he could focus on recovery and that's continued the whole time Jamey's been with him. He had a problem because he has to do blood transfusions constantly with his cancer, they ran out of O positive blood on the base so they did a blood drive and thousands of people came for a blood drive. When it finally came time for Jamey to leave and go back to work, he couldn't figure out how to get to the airport all of a sudden people started calling asking if he needed a ride. The couple that took him to the airport at 4:15 in the morning, he had never met before. They wanted to do it because they respect his brother. This is the family. This is what Jamey says about it. This is the Air Force I want to be part of. Thanks for making it that way.

And then of course we got air power Elmo. So with all that stuff thrown together, how could we not be the greatest Air Force in the world? You guys gave me a hard time for wearing that mask but everybody's doing it now.

So that second question, the real question, how do we stay the best Air Force in the world? Let me quickly walk through a couple of things. This is a journey, folks, it doesn't happen overnight, you don't stay great for a couple of days, it's a journey and you need a map.

That's what our new strategic framework is intended to be, the idea is a call to the future that's looking down the road to keep us moving in a consistent direction. An Air Force master plan that has a 20-year look, funded with restricted funding under what we expect the funding to actually be, so when we decide to invest in something we're confident we can tell the boss we are going to be able to invest into it and she can make a decision. If something new comes in under that top line, moves our planning number above the projected top line, something has to come out. So we can present a consistent, realistic view to everyone, joint staff, OSD, congress, everybody, and develop trust and credibility over time which right now we really need in these times, everybody needs. It's not that we didn't have it in the past, necessarily, just in the future it's essential, because with the restricted budgets we are going to have to be able to tell our story clearly and it's got to be a consistent story.

And the third piece of the strategic framework is a ten-year budget, and we are going to balance it every year. First half becomes a POM. Nobody should be surprised by what happens in the Air Force. Next time we tell someone we're going to shut down the A-10s and move maintenance crews over to the F-35 to bed down the force, we should have been saying that for ten years in a row. Nobody should act surprised by that. It's been a plan for a long time, we just haven't presented it in a way that makes it really clear over and over and over. We got to do better at that.

So here's the next steps in that direction. We're building a new A5/8, the team is working this really hard. We will have that stood up on 1 October. The Air Force master plan is being built right now, the middle piece, we built that 30-year piece last year, it's published. The 10-year budget we did last year before last, it was 2023, now 2025, and now we're building the middle and the most important piece and that's the master plan that brings together all the core function plans into a single prioritized Air Force master plan. So we can have strategic discussions from the beginning of the fiscal year to the end. Everything has to be visible now because we have to make tougher and tougher and tougher choices. That's what the MAJCOM commanders have been in the business of for the last several years. Then the FY17 POM build, will be the first time we have the entire strategic framework available and we have to be consistent with it and we have to be disciplined to stay with it and in it. And the real long term focus for us and a game plan executable for the mid 20s. Because right now the things we have right now in our plan we cannot afford with the money we are projected to have. Something has to change whether it's more money, support from outside the Air Force or reprioritization inside the Air Force, something has to change and the strategic framework will help us do that change. And then help us revisit this over and over and over again and what becomes important is the strategic planning process. It drives everything we'll do.

We have to remember that these core missions are core missions. This is what we're going to be asked to do, this is what combatant commanders and the nation look to us to do. We have to stay good, we have to stay focused, we have to stay capable, we have to resource and train in these areas. Here's the next steps on that.

You've heard about the big three acquisition programs, we consider those our must-haves to be viable in the future, in the battlespace. We have to keep those on track. The next level by the way are the combat rescue helicopter, the Joint Stars replacement, and the T-X. And then we have some modernization programs that keep our legacy fleets viable, we have to continue keep those on track or we won't be able to continue to fight. This is across all of our mission areas, not just in the air.

We have a comprehensive LVC, live-virtual constructive flight time we need to put together, we have to understand what the virtual ranges of the future looks like. Mike Hostage has been leading the charge on this, AMC has talking about this for a long time. We have got to get serious about how we are going

to train at the high end, because it's impossible to fund a physical planet that will let you do that for generation 5 airplanes. Just can't do it and we also don't have the capability to do it in the real world and the cyber and space areas. We have to figure out how to do it virtually and get serious about putting this plan together. The idea of a simulator at every base and make them all connect sounds cool. I think we're a ways away from that, guys, not sure we could even protect that. We have to figure out where we're going, how to get there.

Long term focus, you'll hear the secretary pound this, continue the readiness recovery, we can't back up in readiness again. We have to stay ready. And if we go back to sequestered funding levels, the only way we can do that is impact one of those on the top of the page. It has to come out of force structure and modernization. And finally we have to recapitalize the Air Force. Airplanes are falling apart. I don't care if it's B-1 oil flanges that are breaking and starting fires, or F-16 canopies cracking. There are just too many things are happening because our fleets are too old. They're just flat too old. We have to recapitalize.

We got to understand these domains are growing, changing, becoming more contested, more congested. We have to get better integrated, synchronizing effects in and through these domains, in every one of our mission areas. Luckily we have great people to help with this.

[Video]

Here's what we need to do. We need to start thinking about what cyber does for the air component, in the theater of operations, in the big war. Remember that most of the things we've done in cyber up till now started as technical support to human operations, that's where it began. We have Airmen who have been part of this for a long time working either under NSA authorities, for NSA missions on the national side or working for US Cyber Command under title 10 authorities on Cyber Command assigned missions. They've been operating under those authorities, not directly supporting an Air Force component commander in the field.

So who is? The answer is we have to, that's what Air Forces do. And we got to start thinking about not small, technical highly focused really complicated stuff, we have great people in our government capable of doing that and we have Airman support them every day out of 24th Air Force and Air Force Space Command. But the rest of us have to be thinking differently. What Mike Hostage needs is an air component commander capability to sit in the AOC when the big fight starts, hit the cyber easy button and watch the enemy RPA's pool at his feet. Or when the enemy starts to shoot missiles toward friendly forces, employ a tool that allows these missiles to sit and sizzle on the pad or go halfway, turn around and go home. Who's working those solutions right now? How do we expand that thinking into our Air Force in a big way?

I'm referring to it as big cyber but it's Air Force cyber. It's all those mission areas, done in different new, innovative ways. That's where we are going in cyber folks. So here's kind of the steps. 24th Air Force is supporting NSA, national mission and supporting US Cyber Command with its mission teams and Cyber Command will support the combatant command so Airmen will be involved in that. And they will also put together a cyber innovation center, don't think big innovation center, think thoughts, actions, activities, process inside the unit to start looking at new and better ways to do this. We also have to figure out how to create cyber pilgrims, I don't know a better phrase for this, sorry about that one John, its great cyber operators that we have in our Air Force that understand this domain so when they're not supporting 24th Air Force, and NSA, and Cyber Command are in Air Combat Command or Air Mobility Command or USAFE or PACAF, they are in operation centers, helping planners figure out how to do their mission better in, through, or from the cyber domain.

We did that with space if you remember, took us about 15 years to get it figured out. Once we did, the world changed. The same thing is going to happen in cyber but we have to do it in five years or less. That's where we need to go. Because in Mark's view, this is just Mark's view, by the way, the future is a major command that focuses on information. It is the coin of the realm. And it will become more and more and more so in the future. Someday we're going to have these mature enough to bring ISR, cyber-architectures and bring it together and talk about collecting data, processing information, moving it to the right place, decision makers when and where we needed. But until we have it fully evolved and embedded into the fabric of our Air Force we can't do that. We don't want to create another funnel that doesn't connect. ISR plays a preeminent role in military activity today and the Air Force plays a preeminent role in ISR activity in the theater of operations.

It's the way it is we got to embrace that, understand it, continue to resource it and drive forward in it. This is something we're expected to be good at and we are. We stood up 25th Air Force here in the near future in Air Combat Command the idea is to bring our ISR enterprises together in one place, connect it with the operational combat Air Forces and make sure that it's directly connected, linked and supporting them. Also be an ISR innovation center as part of that also including cyber activity to start moving the cyber pilgrims into Air Combat Command and beyond, by thinking of new and different ways to do our core missions in other areas other than Space Command. And we have to reshape and recapitalize the ISR fleet, something we are trying to get started on in our budgets, we have to get there. Long-term focus, don't forget the infrastructure. And remember as General John Jumper said a while ago, every platform is a potential sensor, now it's a potential hub and potential comm node, and we've got to be thinking that way all the time.

We've been working hard on the total force, we have great partners in this. We have TAGs in the audience today, thank you for being here. General Frank Grass was here yesterday, Chief of the National Guard Bureau, he doesn't have to come to AFA. Frank comes to everything we do to try and stay connected, to help us in this effort. We got leadership in Sid Clark, JJ Jackson and across the units of our Air Force. The idea is communication, collaboration, transparency is norm, that's where we are going. We're looking at the high velocity analysis, which means we're just looking at every mission area we have, we're going to get 80% done by December. All that high velocity analysis is intended to give us an idea of what makes sense to look at in more detail, what doesn't. Once we identify something that doesn't make sense we throw it away, if we identify something that does we go into detail, and throw we throw it into our Air Force corporate process which leads to a four-star discussion and a discussion with the Secretary. Eventually we make changes or don't based on what we get out of that analysis. The analysis is key. Anybody who thinks they know the answer without doing it is just flat kidding themselves. This is hard. We got to be closer with the TAGs, the MAJCOM commanders have taken that on, are doing a great job with it. There shouldn't be secrets between us, they ought to be aware of what we're trying to do and have a voice. And we have to have a long term plan for the force and not make changes every 2-3 years. All the partnerships get more important when we're stressed on resources, we have to take the partners we trust and rely on them.

I do like this slide.

We're working a strategic partnership flight plan as part of this new strategic planning process. Frank and Hawk Carlisle are looking at how to do sustainable training rotations in the Pacific and Europe. Especially as well look at how do we handle the turmoil now in the European theater? And of course we'll continue to use Red Flag Nellis and Alaska as centerpieces for this international training. It's a really important environment to bring our partners into, flying side by side as we work to figure out how to do this in the real world.

We've got to remind ourselves that this is a profession of arms and we have to focus on it, we have to understand these core values. We've had a campaign to return to core values lately but that's just step one. There's lots of other stuff, I got an update from Robin Rand yesterday and he and the team at AETC along with Michelle Johnson at USAFA and our folks at A1 and the air staff are looking at a flight plan for Air Force professionalism. Some way of tying in PME, education and training along with routine discussions. The key work on professionalism and the profession of arms doesn't come in the classroom, but afterwards when you get to your unit and Brad goes down to the squadron as a young lieutenant and his flight commander talks to him what integrity means in AFSOC. Why is excellence important in your job? I tell you about the tradition of our unit, here's our heritage. Here's why it's critical. That's where the profession of arms is built and we have to figure out how we help institutionalize this and remind everyone how critical it is. The bottom line is this has to do with accountable leadership. When we have failures of character, failures to meet the core values, there's leadership involved somewhere along the line. Those leaders should be accountable, all of them. Every one of them. And we need a continuous dialogue or this gets stale.

Gary Hammel's a great business adviser, a great strategist, recognized as maybe the best mind in the business. Here's what he says about companies that fail to look to the future. I think it's a great quote. They fail because they over invest in what is, as opposed to what might be. I have a great special assistant, Jason Yaley. Here's how Jason would have said this. It's time to become the Air Force we need to be, not the Air Force we used to be. I believe this, guys. I don't think we have a choice.

We have to be able to do the same things in new and different ways. We have to be more cost-effective in the way we run and operate the Air Force. We have to think differently and open the aperture a little bit about potential solutions, and we have to unlock ourselves from the things we're used to and listen to some of the brilliant young people we have coming into our Air Force today when they have ideas that are different. And we have to listen to people from outside the Air Force who might be critical, but they're smart. Maybe they are right, occasionally. This is our challenge. Luckily we have people who can meet it.

Let me show you one last video. One of the things we can't ever afford to do, in my estimation, is we can't afford to lose what this picture captures. I want this young guy to want to be John Hyden someday. I want him to dream about flying in space or flying an airplane, or building an airplane, or building a rocket ship or being an aviation engineer. Whatever it is he's dreaming about, I want him to be able to follow this dream. We need to keep this picture, this thought in front of America. Whether it's TV commercials, speeches, whatever it is, and everybody in this room can help because you're all in the business and you all know what he's thinking. Most of you thought the same thing. Because what we can't afford to lose, is that heartbeat. It always has been and always will be the secret to our success and some day that young guy may be a firefighter or a JAG or a dentist or a comptroller. But I want him serving in our Air Force. And I want him to meet this young lady. As we play this video I'd like to ask her to walk up here and join me.

[Video]

You just go to work. I'm getting old now, and I don't -- things don't grab my attention like they used to but every now and then I hear something, watch a video or I see somebody and I'm inspired. And this young lady did that for me. Tech Sergeant Van Ryder is a great Airman, she's a mom, she's a load master in a C-17, she does her job with the kind of confidence you see in this video. The people who know her will tell you that she's not just a load master, she is a load master. Most of you know what I mean by that. This is the kind of person we want running our Air Force. And she's doing everything she can right

now to do her piece of it and I hope she just keeps growing and growing and growing in a leadership role because we need her and we need her teaching that young kid when he comes in, or that young lady we saw seeing the airplane on the first slide. I want them to meet her, I want them to be her someday. I want to thank you for being you and setting an incredible example to follow. Thank you for being so great at your job and being such a great human being.

Folks, I'm going to ask Parker Green to come up here for a minute. Parker, would you join me, and Mary, would you join me for a minute along with all the other folks on the front row? Come on up, guys. Parker, just right here. Thank you, sir. Thank you, Mary. Thanks. I got nothing left to say, I just wanted to introduce you to your Air Force.

Thanks, ladies and gentlemen, thanks for your leadership. And how about a round of the Air Force song, here, what do you think? I've never done it with 3,000 people in the room.

Off we go into the wild blue yonder,
Climbing high into the sun
Here they come zooming to meet
Our thunder, give her the gun
Down we dive
Spouting our flames from under
Off with one, helluva roar
We live in fame, or go down in flame
Nothing can stop the US Air Force

Thanks, have a great day, gang.