

General Hawk Carlisle
Media Opportunity

6 March 2015

General Carlisle: Thanks for being here, folks. I really appreciate the opportunity to chat with you. I made this comment earlier, so I'm open to talking with you any time. Down at Langley, if you have a chance there. Phone interviews or phone discussions. You're more than welcome to get a hold of me and get a hold of the staff because I think this is incredibly important. We have to have the national dialogue here, the means by which we have that national dialogue, and I think it's incredibly important to keep this communication open and tell you what we're thinking, to hear what your questions are. So I'm open to that at any time.

A great session. We've been working on it. This has been going on for about a week here up in DC.

I think the first point I would make is, this isn't new and this is not necessarily in response to anything other than the changing world environment that we're living in and the challenges we're going to face with the fiscal constraints and the BCA [Budget Control Act] level budgets. So this is an evolution. We've been thinking about how to do things better. We're continuously trying to get better. In this mission area, in the close air support mission area, this week really brought out -- we trained, and I'll date myself--I go back to the late great days of the Cold War. We trained for a Fulda Gap, Warsaw Pact versus NATO in the inter-Germany border early on. Then in '89 the Wall came down. [In] '91 we go to Desert Storm, and in the Desert Storm time frame it's a smaller version of that because the Iraqis kind of fought like a Warsaw Pact. So it was kind of that way. Then, of course, we evolved. We did air war over Serbia...we went into Enduring Freedom and Iraqi Freedom, and then clearly everything that's happened since. So we've evolved over that time...and this is a continuation of that evolution.

So the real purpose of this was to look at where we're at. The three primary tasks that the Chief gave me to do with our team was let's look where we're at with CAS. Let's look at what's happened, let's look at where we're at, let's look at what we've learned, let's see what gaps there may be and then where we're headed in the future. So it's really those three things. It was a great session, and again, as I said, it's an evolution of this. I will tell you the Air Force has done CAS since we became -- well, before we became a separate service. I'd tell you the P-40 was a great CAS platform and P-47s and P-51Ds and we're flying 4,000 or 5,000 sorties in Europe during World War II and so we've been doing CAS a long time. We will always do CAS. We've always been committed to it and we always will be committed to it. So this discussion was just the evolution of how to keep being engaged in the CAS fight to the absolute best of our ability given the resources and the constraints that we have in the environment we're going to operate in.

Clearly for the last 15 years we've operated in what is considered a permissive [air] environment because more than about eight feet off the ground we owned everything, so we could do that. And we're still doing that. We're doing that today in many ways. It's becoming more contested depending on what environment you go into. There are challenges out there. If you look at the ISIS fight there is some more and different challenges with respect to the close air support mission, and if you look at what potentially could happen in the future. If you look at Eastern Ukraine and what it would be like if we had to operate in there. If you looked at other scenarios ... the Army, Air Force, Navy and Marines have all looked at different challenging scenarios of the environment that we may have to operate in. And at the end of the day there's going to be contested environments out there that we will potentially have to operate in and we have to be able to do that.

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So, this week was about how do we take everything we've learned and all the great things we've been doing for the last 15 years in this environment and continue to get better so we can operate not just in this environment, but more contested environments into the future.

The Chief hosted it. Our folks, along with Headquarters Air Force A3 brought the groups together. They were joint groups so we had the other services represented as well as DARPA and some other folks were in on the groups as well.

For the out-brief today it was General [Mark] Welsh; we had the Chief of Staff of the Army, General [Ray] Odierno; the Commandant of the Marine Corps, General [Joe] Dunford; the Director of the Navy Staff, Admiral [Scott] Swift; the head of the National Guard Bureau, General [Frank] Grass; and myself, and then, of course, a bunch of other folks that were around the table.

Great results. We basically looked at where we're at, all the great things we've done, some of the gaps we have and the ways we're going to tackle them in the future, so it was a great session.

With that, not to take up too much of your time, I just wanted to open with a couple of comments and I'm willing to talk about whatever you want to talk about.

Media: Sir, what are the gaps and how are you going to fill them?

General Carlisle: That's great. Well, one of the gaps that we talked about is our ability to train given the demands that are placed on the force to train our aviators and our ground tactical air controllers, our Tactical Air Control Parties, the TACPs, because we're in such of a deploy-to-dwell, it's hard to get the right training. We're looking at different ways to attack that. Live, virtual constructive [LVC] is one of the ways--the ability to do it in a simulated and virtual environment. We're looking at the potential to use contract CAS aircraft to help train our JTACs [Joint Terminal Air Controllers], that's one of the things. We may even look at other ways we could take advantage of putting some of our pilots in contract airplanes if the iron's not there. But those are ways that we can get after some of the training.

The other gap would be the major combat operations -- operational level of war training -- and how do we do that from the JTAC on the ground and the Tactical Air Control Party all the way up to the AOC and the Tactical Operations Center and the corps level...or the Maritime Operation Center aboard a ship. So that C2 training. We're looking at combining some of our exercises like Blue Flag with Army warfighter assessments and other opportunities. Some of the geographic exercises, we're going to try to align resources to do better, like Ulchi-Freedom Guardian and Austere Challenge that's going on now in Europe, to get more training out of those. So the training environment's a big part of it.

Weapons of the future, what the weapons are going to look like in the future and what are the right weapons and the best weapons. Not just what we have today, but how we're going to develop those new ones. Really, in the close-in CAS fight -- and the most challenging being "Danger Close" where you have adversaries and friendlies in very close proximity -- we have to be able to support the ground component at

that point. We need the ability to deliver weapons rapidly. We need the high magazine, we need precision, we need to be able to control the yield. So all of those are things as we work forward.

Air Force Research Laboratory as well as the Office of Naval Research and some of those labs we're working on to develop those. General Welsh has gone to the munitions folks down at Eglin and started them working on that about a year and a half ago so we're looking at the way forward. We're starting to get to some ideas of how we're going to develop those weapons.

Maintaining the culture is another thing that we have to do. A-10 is a dedicated CAS platform. As we over time, based on congressional guidance, we will over time divest our A-10 fleet. And so...but we have great capabilities. So we're going to take those aviators and we're going to have designated predominantly CAS squadrons in the F-15s and F-16s and eventually in the F-35. We want those [with] CAS expertise to go to those squadrons that are dedicated to CAS, to keep that experience, that knowledge base, that culture alive.

A third of [those] in our first F-35 squadron out at Nellis are A-10 pilots, so they're A-10 guys flying F-35s to keep that platform moving in the right direction. When we get to the Block 4's of the F-35s those are going to be great CAS platforms. When we get there ... so we've got to continue to move down that with respect to the systems.

Those are kind of the broad things.

The other point, and you'll hear more about this over time, we're going to stand up an organization called the CAS Integration Group. It will probably be out at Nellis. That's what it looks like now. We're going to have participation from the other services as well as SOCOM and AFSOC. The idea is to continue to advance the CAS understanding, the mission set, so it's to take everything we've learned and continue to get better as we move forward. It will include elements of air support squadron. It will include the training for our JTACs. It will include the support to National Training Center and the JRTC [Joint Readiness Training Center], and our integration with the land component. We'll bring folks in from the Marine Corps, the Navy, the Army, and we'll all operate together with the intent of continuing to get better at the CAS mission set and the integration of those capabilities.

Media: You've basically been doing close air support now for 14 years.

General Carlisle: Actually we've been doing it for about 70. It goes back to World War II. But yes.

Media: Day in and day out. So what is ... you say there's this lack of... one of the gaps is training. What is it? What's the gap between the kind of close air support missions you've been flying now for the past 14 years and the kind that you're talking about training to?

General Carlisle: Great Question. There are a couple of parts of the training that are a challenge. One is based on the American way of war and the way we conduct operations today, the requirement for integration between the different components -- air component, land component, maritime component, special operations. The adversaries have gotten better, the technology's gotten better, and our ability to stay

inside of his -- a potential adversary's -- ability to operate, so we're making better decisions faster than he is. The integration between the services and between the components particularly, not the services but the components, is such that we've got to get better and better and better at that.

One of the things that's required is an increased number of Joint Tactical Air Controllers. The TACPs and the JTACs, we need more of them. In 1990 we had 100 percent of the requirement and that was 450. Today we have over 1500 and we're still not meeting the requirement and that integration. So the demand for training for those Joint Tactical Air Controllers and producing those guys and keeping them current, has gone up. So that's part of the training challenge, because there's a big demand to train and keep those folks current.

And then the other part is the environment we've been operating in the last 15 years is a permissive environment. So we're conducting close air support and missions that are very similar to that in an environment where the only thing we're worried about is that element on the ground.

If we're in a contested environment where there's an ability to fight your way in, to defend yourself in the air space and still conduct a mission...that's a higher level of training and it takes a lot of work.

Media: Thank you, General. On the A-10, the Chief, I believe, he said pretty emphatically that it was a budget decision based on sequestration, but the way you're discussing this gap issue, that it's requirements based. So, what is it really? What is the driver?

General Carlisle: I think one of the things the Chief will tell you is, budget is certainly a driver -- and sequestration and the amount that we've gone down, and it's the near term, what we've done recently. But the fact of the matter is that our Combat Air Force has shrunk drastically from what it was in 1990...the number of fighter squadrons we had in the 1990s were in the 160-plus range. The number of fighter squadrons we have today is in the 50s. So there's a big capacity issue. So we have gotten significantly smaller, and budget's a driver.

In a permissive environment and in some levels of contested environment, the A-10 operates incredibly well. It's the best CAS platform ever. In the more challenging, much higher... highly-contested environments, the A-10 is going to have a challenge in those environments, which is the reason for the F-35 in all three services. We're buying the F-35 for that reason.

So there's a little bit of a changing environment. I think it's a combination of both. We were forced to get smaller because of budget problems, so our capacity has gone down, and if your capacity is going to go down you would take the platform that's going to have, the first one you would go to, the one that's going to have the hardest time operating in the future and the more challenging environment, and that is the A-10. So it's a little bit of both when you talk about those.

Again, I think Congress is going...they'll tell us obviously [and] we'll do that. But Congress knows, everyone knows, we will eventually phase out the A-10 because of the environments we're going to operate in.

Media: AFA discussed the potential A-10 follow-on. If the platform is the best CAS platform ever, why not consider alternatives like further hardening A-10 or modifying it or ...?

General Carlisle: If you look at what we're doing...new wings on it, engining it, what we've done to the cockpit...there's only so much you can get out of that airplane. So the idea that, and again, we could keep it in the inventory for 10 years plus, but those airplanes are going to wear out. If you just look at what we've done with them for the last 15 years, they've been worked very, very hard and they've done incredible things for us, but that platform is eventually going to age out. So we have to look at what we're going to do next.

F-35 [is] on the high end piece of that, the most dangerous course of action and where potential adversaries have a very challenging environment to operate in. That's where the F-35 is.

When we talk about a potential follow-on, it's something we can't afford it now... certainly under the Budget Control Act or the environment we're in now, but we have to be ready for what the world's going to give us...[what's] in front of us. So when the Chief talks about that, we have to be thinking about what would happen if the environment changes or the resource constraints change, and what would we do, because capacity is part of this discussion. Between now and 2025, 2030, capacity, is the world going to change? So we're thinking about what an AX would look like because we have to. We have to keep thinking about those things. Frankly, we haven't been very good at predicting the future and what it's going to look like. That's something we have to keep in our mind, and that's part of the CAS integration group that we're going to stand up. It's part of the meeting we've had this week with the other service chiefs talking about the way forward and what we're thinking about. So the A-10 is going to age out. That is going to happen.

Media: I just wanted to follow up on a couple of things you said about the F-35, that only when it gets to the Block 4, in other words, the upgrades after the first iteration IOC would it be capable of doing this task, mission. I just wanted to ask you about that. But then I also wanted to ask you about what specific outcomes there were from this meeting this week. Did you get homework to do or ... ?

General Carlisle: I got a lot of homework, unfortunately.

The first question with reference to the Block 4. The F-35 that the Marines are going to declare IOC here this summer and the one the Air Force is going to declare IOC in the following summer -- summer to December, somewhere between August and December of '16 -- is going to be basic CAS capable. It will be able to do basic CAS. In many ways it won't have some of the capabilities of our current platforms with the capability to do really advanced CAS because those are systems that are going to be coming on the airplane in the later blocks.

Media: Could you put that into like lay person's terms? What does that mean? The difference between doing X and doing Y.

General Carlisle: Some of it has to do with maturity and development of the sensor suite that's on the airplane and the systems. As we continue to block upgrade that airplane there's a bunch of things that we're getting into the airplane that just take time to develop. The big SAR radar is one of them...that evolves to get the best capability out of the EOTS, Electro-Optical Targeting System. The capability to do SDB II which is a weapon that will be used in the CAS environment. All of those are things that are going to come on in the Block 4 airplane. So it's some of those later upgrades to the system.

Early on the airplane will have CAS capability. It won't be as...it just won't be the maximum level of capability.

Media: Is the magazine big enough?

General Carlisle: The magazine?

Media: On the 35 for the gun.

General Carlisle: Fortifying ordnance is another question. That's a good point. So that's one of the other things that we look at in the future ones, whether it's rockets potentially when you look at Hellfires or Mavericks and some of those things for forward firing.

Even the A-10 gun gives you only 15 seconds of trigger pull. So that's part of the new weapons discussion on where we're going. How can you get a large magazine depth, low cost, rapid ability to deliver it on target with precision? Those are the new weapons we're developing.

The second part of the question was...?

Media: Homework. Actual outcomes.

General Carlisle: There are several outcomes. One of them is this CAS Integration Group and finding the resources to do that, to stand that up, to build that organization. We're going to do some things with training that I talked about. We're going to try to bring our major exercises together, align those. The Joint CAS Executive Steering Group that is now Joint Fires Executive Steering Group. The Joint Staff is going to go back and look at moving that into J7. The training, potential contract support to the training environment, we're going to go forward with that. We're working on future of the F-35 and the credible capability and sensor suite that airplane has to take advantage of that for the entire joint force to include the ground component. How do you get that information to them in real time with the fidelity that you need? I'll give you more over time. My notes are -- I've got a lot of homework, needless to say.

Media: General, this question's been asked before but it would be helpful to get your take on it. Are leaders, including yourself, having a tough time making your case for putting, retiring the A-10 at a time

when it just keeps being used and used somewhat effectively? Obviously right now it's ISIS, but in the past Afghanistan, Iraq. Doesn't that hamper your ability to kind of make a pitch...?

General Carlisle: It does, but every single asset the United States Air Force has is being used. They're all being used, and the Budget Control Act is taking us all down. The Chief will tell you and I will tell you in PACAF, I was the Pacific Air Forces Commander before this, if you go to the combatant commanders and ask them, if I have one more dollar to spend what do you want me to pay for? It's not the A-10. It's ISR, it's ISR, it's ISR, it's some strike, and then it's ISR.

So you're right. The A-10's doing great work...and as long as it's in the inventory I'm going to use it because it is a fantastic platform and it's doing great work in the environments it's in, but as I said earlier, everything's being used. When you have to find a way to shrink your budget, you're going to go to the platform that's going to age out, that is probably not going to make, that's going to have a hard time operating in the highly-contested environment of the future, and that is a single mission.

Media: When it comes to the CAS Integration Group, I think a skeptic or cynic would say okay, that's positive that this thing will be looked at and ways to kind of, lessons learned and all that. There's also the optic side of it too in terms of you set this up now as everybody is kind of screaming on the Hill about the A-10 being retired and that sort of thing. What's the time line for setting it up and I guess when it comes to sort of optics, cynical look, what would you say to that?

General Carlisle: Cynics will be cynics...I don't think there's much you can do about that. But the fact of the matter is the world's changing and it has been -- I love history, so I often go back to that. But if you think about what we did from the '50s to 1990 and then you look at what's happened from 1990 to 2015, that's a pretty big shift in national security, in the world security environment, and what we're operating in...so we're just continuing to evolve. We're getting better at what we do every day in the United States military, across all the services. This is another extension of that. This is one where, just like -- and we're doing this, and obviously part of this is, you know, there's been a big discussion on the A-10 and there's been discussion on what's going on in the world, but we're doing this with respect to Air Superiority 2030, because we know that our ability to gain and maintain air superiority in 2030 is being challenged by potential adversaries out there. So we're doing capabilities developmental planning for that.

We're looking at our ability for long range strike and what the family of systems looks like for penetration. We're looking at ISR and what next generation ISR looks like. So we're doing it in every one of our mission areas, and this is one of them. Our ability to do CAS in a contested environment in the future is incredibly important. We've done it our entire existence as an air component and we're going to do it forever. We've just got to keep figuring out how to do it better.

So it's an evolution of continuing to get better at what we do. And what we've found, one of the things over the last 15 years is because of the environment we've been operating in, there's some capabilities, some training, some integration, some multi-service understanding that have probably fallen by the wayside because we haven't had to operate in that very contested environment in the air.

I've got to caveat that. I guarantee you any Marine or Soldier that's walking around in those environments over the past 15 years, that's very contested. When I say uncontested I mean air uncontested...our ground component's been simply amazing.

So it's an evolution. We're just continuing to figure out, and this is a great opportunity. If you look at what we're doing at the Marine Weapons School at Yuma and Strike U up at Fallon and Nellis Air Force Base and Fort Bliss for the Army for their experimentation. All those are great things, and this is just another example of bringing things together so we get cross-flow. What the Marines do and their support to the ground component as well as the Army component; what the Air Force does in support of all the components; what the Navy brings to bear. This integration group is just going to make us better at doing that, and that's the purpose of it.

Media: What's the time line in terms of when it gets stood up and actually people start hearing from it?

General Carlisle: The Chief kind of looked at me and said Hawk, make it happen. So there you have it. So we'll move out on it quickly. It will evolve over time. I anticipate putting iron with it. I want to put airplanes with it. I'm thinking probably a 12 ship of F-16s. I don't have those right now. I'm going to have to work my way through this. So I've got work to do to get there, but I'm going to start the process very soon and so we'll develop the PAD and start developing the capability.

Media: General, you said that the training is going up, the number of squadrons has gone down. I'm wondering if you're seeing the same type of stress fractures in the close air support mission as the Air Force is seeing in the ISR mission with drone pilots, that sort of thing?

General Carlisle: It's different. Our RPA pilots have been...the challenge with the RPA pilots is we've continued to surge. In 2008, we had 21 CAPs and we were meeting 52 percent of the requirement. Today we have 65 and we're meeting 21 percent [of the requirement]. So the demand for CAPs and for RPAs has gone up so radically--the ramp has been so high. We haven't normalized and built a system to do that. And they're continuously, because it's remote split ops, they're continuously, I mean they're working seven-one -- seven on, one off -- and they're working 12-14 hours every day. We don't let them PCS. We don't let them go on leave because the demand for that capability is so high.

The JTACs are very stressed as well, but they're on a one-to-one [dwell], so they go down range, because obviously when they're down range they're doing the mission in the AOR, but when they come home then they reconstitute and we're trying to keep them current in their dwell time so when they go back to their deployed time they're current. So it's a different dynamic between the RPA world and the JTAC's world. But you're right, the training for the JTACs when they're either producing them to get closer to the requirement and keep them producing those JTACs, because it's a challenging course. Being a Joint Terminal Attack Controller is a challenging, it's a very -- those folks are incredible professionals...just incredible professionals. So training that, that's a challenge. And getting the sortie capacity to let them do live controls is a challenge. Live virtual constructive is going to help us in that. So it is different.

Media: Sir, I think a lot of, you've obviously made this a joint exercise, this CAS focus group, and a lot of the focuses with the A-10 has fallen on the Air Force because it's an Air Force platform. As the F-35 comes on, I know the Air Force is committed to CAS but might the responsibility for the mission be spread among other services? The Marines have their own --

General Carlisle: Right. It's spread today. The Marines are incredible at CAS. The Army helicopters, the AH-64s, they're a great ground support capability. So it's joint today. The Air Force, we have capacity--we have, you know, the largest capacity for theater air power. That's what our Air Force brings to the nation.

The other services' air components are participating in CAS today and they'll continue to participate. I think the synergy of F-35s, when you have them coming off a ship, when you have them coming out of an austere field, and when you have them coming out of the Air Force --so the A, B and C model--I think that's one of the other reasons that the CAS Integration Group is going to be incredibly important. This is, again, the evolution.

So the Marines are getting IOC this summer, we're about a year behind them. The Navy's going to be a little bit behind that. So this is another case where we can take advantage of this group to figure out the best way to do CAS with the F-35. So yes, it's continuing to move. It's continuing to evolve and get better and better as we move forward.

Media: I know I missed the opening about the CAS Integration Group, but obviously that's the outcome of this meeting. I want to ask...showing up to this as you represent the Combat Air Forces [with] all the other stakeholders at this group: what were your assumptions as far as what you thought about, how the Air Force performs the CAS mission going into this thing? Did you have any of those change, did you discover anything speaking about this with your joint partners? What did you get out of it you didn't know going in?

General Carlisle: I think that's an interesting question. I guess it's interesting in the way you ask it. We can always get better. General Odierno brought up and we kind of reinforced one of the gaps was integration. When you have joint fires and how do you control joint fires? We planned it in the Warsaw Pact world how we would do it, and then obviously in Desert Storm we had a 30 day where we'd done some pretty good work with air power and then the land component did some fantastic work. Then you look at OIF and OEF and you look at the surge in what we're doing today. So this is an evolution. We continue to learn and get better and better and better at things.

In the environment we're in today our ability to generate close air support as a joint force, and that's every component -- the Marines, the Navy, the Air Force, the Army -- we're good. We're very very good. But you know I think what you continually learn is you can't rest on your laurels. Adversaries see what we do. Every adversary in the world that has a potential to want to challenge us will say if the Americans can own the air they'll destroy us so we've got to find a way. So they're continually trying to counter. You see that everywhere you go. So we have to continue to get better. I think that's the

evolution of what this was, is the next fight, whatever that is, may be different. We talk about potential scenarios like Eastern Ukraine. What would that look like and how would we fight that fight and what would you have to be able to do? There are a lot of challenges out there.

People get kind of wrapped around the A2AD environment. First of all, it's not just one adversary, it's proliferating around the world, and it's what people are going to try to do to deny the United States our objectives is they know that if they can create an environment that we can't get into, they have the ability to potentially stop us. So our ability to counter that and get into highly contested environments and operate across the joint force, you know. People talk about stealth platforms. Remember, a submarine's pretty stealthy too. So there are multiple stealth platforms out there. Cyber can be very stealthy. Space can be stealthy depending on how you do it. So this is the environment that adversaries are creating to try to stop us from getting to our objectives and we're continuing to evolve and get better and better at what we do.

Media: Sir, you mentioned the AX, the potential AX was discussed in some way at some point in the conference. Can you just maybe characterize those discussions and did anything solid come out of that? Like hey, by 2018 we need to be planning something?

General Carlisle: Nothing really came out solid. It's a recognition that we have to be able to transition based on world events, resources, and what's happening to us. As I said, the F-35, as we get into later models, is going to be the primary CAS platform in a very dangerous, highly contested environment. But we don't know what's going to happen next. We may need more capacity at the low end. Depending on what happens with Russia and potentially with the PRC and other nations and what happens with what we're fighting today with ISIS and AQAP and al Nusra, all of those. There may be an inflection point where we have to get greater capacity at a lower cost. So that may be the next platform.

So it's just that ability to look at an incredibly uncertain world and what potentially could happen out there and which way we would go.

So there wasn't anything definitive other than we will continue to think about it and plan for it and look and see what that would look like. Again, we're not going to go out and start developing a platform. We're developing the F-35 for that most dangerous situation, but we have to be open to what inflection points and what transition points we may face in the future.

Media: So realistically, it probably wouldn't be anything that would happen into the next decade even.

General Carlisle: Again, I don't know. There are other initiatives out there. I just don't think we're that far yet. I don't think we know is the fact of the matter.

Media: Would something like the Scorpion make sense for you?

General Carlisle: It could. It could. That's not something that's outside of the realm. That's something that it may be. We've looked. We have gone out and looked at other platforms to see if they

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could meet the low end CAS capability at a reasonable cost per flying hour and a reasonable cost. And we've looked at it and done some research. We're just keeping our opportunities open.

I hate to do this but I've gone a little bit over and unfortunately I have another meeting. My offer is, I'm very sincere. If you want to talk, we have these discussions and these guys know this, I'm more than open to when I'm up in town to talk to you here or down at Langley or via telephone.

I appreciate the opportunity to chat with you today. I really do. It was a great meeting. I will end with, I will tell you that when you have that kind of force power sitting at the table with General Odierno and General Dunford, General Welsh, Admiral Swift and General Grass, it was -- And as I know you probably know, the service chiefs, the services, we all know we're in this together. We are very collegial. We all get along. We actually really like each other. We spend time together. And we know that we're in this together and we're going to have to find solutions together. It was great to have that crowd together to bring ideas together, to throw stuff out. Everybody there throughout the entire week brought up things that we hadn't thought about, great insights. It was really a valuable, valuable week in the evolution of getting better at what we do for this nation.

Media: Were there operators there?

General Carlisle: Oh, yeah. The three briefers, the primary briefers were Colonel Lock who is the Commander of the 93rd Air Ground Operations Wing down at Moody; Colonel Jeff Burdette who's in the Requirements [directorate] on the ACC Staff; and Colonel Jim Meager who is the A-10 wing commander at Davis Monthan. And in the working groups there were a lot of operators. A lot of operators.

Thanks for the time folks. I look forward to chatting with you again. Thanks for making this happen, I really appreciate it. You guys have a great day.

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