



**Commander, U.S. Pacific Fleet
Commander, Submarine Pacific Change of Command
USS Jacksonville
Pearl Harbor, Hawaii
Admiral Cecil Haney
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As prepared for delivery**

Thank you Frank for that introduction and especially for your leadership here in the Pacific.

General Kehler, thank you for being here. I obviously have the deepest respect for your command and leadership. I certainly echo your praise and recognition bestowed upon Frank, given the outstanding job he has done leading our Pacific Submarine Force.

Consul General Dewar, Consul General Suh, distinguished guests, fellow flag and general officers, community leaders, friends and families, good morning and aloha!

Thank you all for coming today as we salute the achievements of Frank Caldwell and his wife Kim and we welcome Phil Sawyer and his wife Lisa, to the Hawaii Ohana. I've known both of these flag officers and their families for some time and thank them publicly for their dedication and support to our Nation at this critical time.

Given that Frank previously commanded USS *Jacksonville*, it is not surprising to me that he would arrange this ceremony on board her—a fantastic decision. Captain Matt Boland, congratulations on your assuming command last Friday and thank you, and your crew, for hosting this event. The boat looks great.

It's an honor and privilege for me to salute the achievements of Frank Caldwell. However, let me tell you up front, I am not going to do him justice. In order to do that, for an audience this size, we'd have to wait at least 10 years for all of your security clearances to come through.

First, let me highlight that it has been great having Frank's flag officer leadership here. It has been critical to us in Hawaii, given the importance of this region, our rebalancing efforts and the significance of the submarine force operations here in the Pacific.

For more than two and a half years, Frank has worked brilliantly as a leader and has ensured our unique undersea capabilities remain the best in the world, while ensuring the highest standards of operational excellence.

As you know, our submarines provide unique capabilities that are vital to our National security and our alliances in the Indo-Asia-Pacific region. Today, 60% of the United States Submarine Force is here in the Pacific. On any given day, there are as many as 17 of his submarines at sea with eight forward deployed.

Frank values his people. He has worked hard to further develop waterfront leadership, especially his major commanders and commanding officers. He has always maintained an emphasis on individual accountability and personal responsibility.

His tireless energy, attention to detail, and respect for naval history have been instrumental in maintaining submarine readiness and ensuring successful submarine operations of our SSNs, SSGNs, and SSBNs.

He clearly values and engages our allies, partners and friends. This is particularly important given the expansion of other Nation's undersea capabilities in the region.

Frank fully respects the complexity of our Navy's business and the need to provide undersea capability to address the full range of military options.

Frank has improved the readiness of our Integrated Undersea Surveillance and our Undersea Rescue Capabilities.

This inspirational leader has been all about change and has led it from the front. Not just about further integration of the Virginia class into western Pacific operations but also the successful incorporation of women officers into the Pacific Submarine Force, leading the effort to end smoking on submarines, and addressing significant changes in the maritime domain in this vast region. His compassionate leadership has made a positive impact on the quality of life of our Sailors, civilians, and their families.

Now, Frank's dedicated efforts should not come as a surprise to you as he is a fourth generation Naval Officer and third generation submariner. You might say dolphins swim in his blood. His dad served in the submarine community for 30 years and was the commanding officer of USS *Lipscomb*. He even served here in Hawaii in the 1960's as the Engineer on USS *Swordfish*. At that time I am told Frank was the finest kindergartner at the Navy Hale Keiki School.

Frank, I know your father would be proud of your great achievements and your career. I certainly know that your mother is, I can see her smile all the way up here. Today we have Frank's mom, Peggy, with us, visiting from Virginia. Peggy, I understand you're no stranger to the Navy, having married a 1958 graduate of the U.S. Naval Academy and having each of

your three sons attend the Academy too. Thank you for your support and for raising such an outstanding son as Frank. (Applause)

Frank, you have done an outstanding job as Commander, Submarine Force Pacific, and I appreciate all of your hard work. You leave a lasting legacy in the men and women you have led and the initiatives you implemented that will last for years to come.

It is now my distinct pleasure to recognize Admiral Caldwell's service.

[Award Presentation]

Of course we all know that Frank didn't do all of this alone. His wife, Kim, has been a constant source of support for him throughout his career. All of us in uniform appreciate that we owe much of our achievements and successes to the love and support of our family.

Like Frank, Kim has been Navy all her life. Her parents, Chuck and Ruth Fegley, who are also here today all the way from New Jersey. Her Dad, Chuck, is a retired Navy Captain from the Civil Engineer Corps. Sir, thank you for your service.

Considering that Frank and Kim were married just three days after Frank was commissioned at Annapolis, Kim has had a dependent ID card her entire life. She has been just as committed to the Submarine Force and the United States Navy as her husband has been, providing support to so many of our Sailors, civilians and their families in many different ways.

She clearly loves the submarine community and the Navy, and is a lady full of Aloha. She loves living here in Hawaii and I know that is going to be problematic considering where you are moving to.

Thank you Kim for all of your support. Will you please stand and be recognized?

[Awards Presentation]

I wish you both the best of luck as you head to the beltway. Thank you for your dedication to our Nation, our Navy and to the submarine community. It's no wonder your future includes a third star and an assignment as Naval Inspector General. I know you will truly make a difference as the 'conscience of the Navy'. Thank you and Mahalo.
(Applause)

As the Caldwell's head east, their replacements are no strangers to Hawaii or the Pacific. I again want to welcome Phil Sawyer and his wife, Lisa, back to the Hawaii Ohana.

Also, it is great to have your family represented here, including Mom Andrea and Lisa's sister Sue. Thank you all for coming and for your support.

Coming from Yokosuka, Japan as the Commander Submarine Group SEVEN, Phil, I know that you bring a deep operational understanding of the dynamic and complex environment in this region, especially given your extensive background of assignments in the Pacific and related to our undersea domain capabilities.

As you take command, I want you to know I have the utmost confidence that you and your talented team here at SUBPAC will continue to deliver outstanding undersea warfighting capability. I look forward to serving with you both again here. Welcome aboard!

To the men and women of SUBPAC, thank you for your dedication and commitment. It's great to have leaders like you in the fleet today.

In closing, I would like to share a quote from Admiral Rickover who said, "I believe it is the duty of each of us to act as if the fate of the world depended on him. Admittedly, one man by himself cannot do the job. However, one man can make a difference." Frank Caldwell has made that difference.

Thank you all for being here today. May God continue to bless our Nation, our Navy, and the Pacific Submarine Force. Aloha and Mahalo Nui Loa.