

## ■ Goldfein Sworn in as 21st Chief of Staff

Gen. David L. Goldfein, the Air Force's 21st Chief of Staff, was officially sworn in during a July 1 ceremony at the Pentagon.

"My commitment to you as your Chief, the 21st Chief, in the 21st century, is that I will work every day to be a leader of character," Goldfein said in a video message to airmen. "I'll leave nothing on the table. I'll look for the opportunity in every challenge. I'll treat team building as a contact sport, and I'll remain laser focused on warfighting excellence."

Former CSAF Gen. Mark A. Welsh III retired June 24 during a ceremony at JB Andrews, Md. "Our Air Force is always focused on moving forward," Welsh said. "We're always headed to a greater place. ... It has been the honor of my life to represent you." Welsh now moves on to be the dean of the Bush School of Government and Public Service at Texas A&M University.

**Put 'er There, Partner:** SrA. Tariq Russell shakes the paw of his military working dog, Ppaul. Assigned to the 21st Security Forces Squadron, Russell and his canine partner will serve together at Peterson AFB, Colo., for the handler's entire tour. "I've been told a few different times that Ppaul and I work extremely well together and that we are a great fit," Russell said, according to a news release. Security forces airmen have responsibility for a range of tasks—from law enforcement to missile security to air base defense.

"Under General Welsh's leadership, [airmen] have innovated, they've adapted, they've built up on the best traditions and core values of our Air Force," Defense Secretary Ashton B. Carter said at the ceremony.

## ■ Pilots Safe After F-16s Collide in Georgia

Two South Carolina Air National Guard F-16 pilots safely ejected after their jets collided during a training flight June 7 in Jefferson County, Ga. The pilots, assigned to the 169th Fighter Wing, were flying a routine night training exercise when their jets collided at 9:15 p.m. The jets crashed in wooded areas in the military training area and no injuries were reported on the ground.

The crash was the latest in a series of recent military jet mishaps and the second USAF F-16 accident within a week. An Air Force Thunderbirds F-16 crashed on June 2 after a flyover at the US Air Force Academy in Colorado Springs, Colo. A Navy Blue Angels pilot was killed after his F/A-18 crashed on June 2 during a practice air show in Smyrna, Tenn., and two F/A-18s collided off the coast of North Carolina in late May. The two pilots and two weapon systems officers involved in that crash safely ejected.



USAF photo by A1C Dennis Hoffman

USAF photo by A1C Kevin Tanenbaum



**I Was Made for This:** A C-17 raises a cloud of dust as it lands on an airstrip at the Nevada Test and Training Range, observed by a combat controller. The transport can land on—and take off from— austere airfields as short as 3,500 feet. This Globemaster III is assigned to the 17th Weapons Squadron at Nellis AFB, Nev., and was taking part in a joint, forcible entry exercise in June. The exercise demonstrated USAF's ability to deliver and recover combat forces in a contested environment.

#### ■ Doolittle Raider Thatcher Dies, One Remains

Former SSGT. David J. Thatcher, one of the last two surviving members of the Doolittle Tokyo Raiders, died June 22 in Missoula, Mont., the Air Force announced. Thatcher, then a corporal, served as a B-25 gunner and engineer in crew No. 7 on the fabled April 18, 1942, mission to bomb Japan in response to the Pearl Harbor attack.

Thatcher's death leaves one remaining Doolittle Raider, retired Lt. Col. Richard E. Cole, Doolittle's co-pilot on crew No. 1.

Thatcher received a Silver Star for his role in the raid. He helped rescue his injured crewmates after his aircraft crash-landed onto a beach and worked with friendly Chinese to take them to safety. Cole and Thatcher, last year, were awarded the Congressional Gold Medal on behalf of the 80 raiders.

#### ■ Air Force Declares Nunn-McCurdy Breach on OCX

The Air Force declared a Nunn-McCurdy breach on its Global Positioning System Next Generation Operational

Control System because the program exceeded the 25 percent cost overrun threshold. Air Force Secretary Deborah Lee James declared the breach on June 30 after quarterly reviews showed inadequate systems engineering at program inception, Block 0 software with high defect rates, and Block 1 designs requiring rework, according to a USAF news release.

Program contractor Raytheon received a total of \$43.9 million in award and incentive fee payments up through August 2013, but has lost a total of \$48.3 million in fees since the contract's inception. About \$64.8 million in fees remains available on the contract, according to the release.

The Air Force is required to notify Congress of the breach, followed by a selected acquisition report by the Defense Secretary and an assessment of the program by Frank Kendall, the defense undersecretary for acquisition, technology, and logistics. The future of the program, either recertification or termination, is dependent on the findings of the assessment, expected to be released in October.

#### ■ Recruiting the Future

The Pentagon is overhauling how it recruits and retains service members, using all-digital approaches and even targeted ads to expand the pool from which future service



members will enlist. On June 9, Defense Secretary Ashton B. Carter unveiled more proposals in his Force of the Future initiative, a broad approach to make the Pentagon more enticing to future uniformed and civilian hires.

The changes will start at the outset of recruiting, moving away within five years from a system weighed down by stacks of paperwork, into an all-digital system for recruitment and enlistment. The Pentagon will expand work done by its Joint Advertising, Market Research, and Studies program to use data science and micro-targeting to build a recruiting database. The military needs to change how it retains officers and start encouraging experiences outside the traditional military mission while working to promote those best suited for a job instead of those who are the most senior.

Carter proposed that the military services be able to adjust, based on performance, the “lineal numbers of their officer corps” to promote based on performance, not on seniority. The services should be able to defer when officers are considered for promotion, so an officer can put off promotion boards if they wish to pursue “less traditional career paths” and not be harmed for it. The Pentagon should be able to recruit properly skilled civilians and place them into service at a rank commensurate with their experience, much like what happens with a medical doctor. Lastly, Carter said future Defense Secretaries need to have the flexibility to adjust officer promotions and retention.

### ■ Pentagon Reverses Ban on Transgender Troops

The Pentagon on June 30 reversed its policy barring transgender individuals from openly serving in the military, prohibiting service members from being involuntarily separated, discharged, or denied re-enlistment because of their gender identity.

The Defense Department will by Oct. 1 create a commander’s training handbook, medical protocol, and guidance for changing a service member’s gender in the Defense Eligibility Enrollment System. It will finalize training plans and implementation guidance, along with revising regulations to train commanders, human resources specialists, recruiters, and other service members.

## By the Numbers

# 334

The number of remotely piloted aircraft pilots the Air Force expects to produce by the end of this year, up from 188 the previous year. The service is looking to dramatically increase the number of RPA pilots, up to 384 next year, Gen. Mark A. Welsh III, then Air Force Chief of Staff, said June 15. The service had been losing about 240 pilots per year and was unable to replace them before an overhaul of its training program.

By July 1, 2017, the military will begin allowing transgender individuals to join if they meet accession standards. These individuals will be allowed entrance to service academies and the Reserve Officer Training Corps.

### ■ USAF Unveils First Replacement Pave Hawk

The Air Force on June 28 introduced its first of 21 new HH-60G Pave Hawks built to replace helicopters lost in combat since 2001. The aircraft was unveiled during a ceremony in Huntsville, Ala., as part of an operational loss replacement program to build the HH-60G fleet to the original authorized size of 112, according to an Air Force news release.

The service purchased UH-60L Black Hawks and added equipment and other modifications to outfit them for the combat search and rescue role. After initial testing, Air National Guard units in California, Alaska, and New York will begin receiving aircraft in Fiscal 2018, “while former Guard aircraft will reflow to Active units with the highest number of flight hours,” significantly reducing the overall age of the Guard’s HH-60 fleet, states the press release.

### ■ The Enlisted RPA Pilot Beta Test

Enlisted airmen will begin training to fly the RQ-4 Global Hawk this September, Air Combat Command chief Gen. Herbert J. “Hawk” Carlisle said. Speaking during a June 28 enlisted all-call that was broadcast online, Carlisle said career enlisted aviators will make up the first two enlisted pilot initial classes during a beta phase before the training is opened to more enlisted airmen. Carlisle said the service expects to eventually have 100 enlisted RQ-4 pilots.

The Air Force announced in December that enlisted airmen would soon be able to fly unarmed RQ-4 Global Hawks in an effort to help alleviate strain on the RPA community. There is no plan to have enlisted airmen fly the armed MQ-1 Predator or MQ-9 Reaper, but Carlisle hinted the enlisted mission could broaden in the future.

### ■ GE, Pratt Get \$1 Billion for Engine Development

The Air Force on June 30 kicked off a high stakes battle between General Electric and Pratt & Whitney for the next generation adaptive engine, awarding the companies \$919.5 million and \$873.2 million respectively to begin their designs.

The total value of each contract, including a priced option, is \$1.01 billion, according to a Pentagon announcement. The contract calls on the companies to design, fabricate, integrate, and test multiple full, flight-weight centerline, 45,000-pound thrust turbofan adaptive engines, with work slated to finish in September 2021. The engine is expected to increase fuel efficiency and power—for example, the F-35’s Pratt & Whitney F135 engine produces 43,000 pounds of thrust.

General Electric, in a news release announcing the contract, touted its engine design’s projected statistics, including 25 percent better fuel consumption and 30 percent improvement in range. Its engine uses ceramic composites for lighter weight and a “three-stream” adaptive engine for better heat absorption.

Pratt & Whitney, builder of engines in the Air Force’s most recent F-22 and F-35 fighters, touts its “low-risk, follow-on” engine as a development from the only company that has built power plants for fifth generation fighters.

# The War on Terrorism

## US Central Command Operations: Freedom's Sentinel and Inherent Resolve

### Casualties

As of July 13, 22 Americans had died in Operation Freedom's Sentinel in Afghanistan, and 21 Americans had died in Operation Inherent Resolve in Iraq and Syria.

The total includes 39 troops and four Department of Defense civilians. Of these deaths, 15 were killed in action with the enemy, while 28 died in noncombat incidents.

There have been 107 troops wounded in action during OFS and 16 troops in OIR.

### B-52s Double Rate of Strikes Against ISIS

B-52s deployed to fight ISIS almost doubled their rate of strikes in late June compared to the first several weeks of the deployment, as airmen have built up the infrastructure and tactics at Al Udeid AB, Qatar, necessary for the massive bomber.

Stratofortresses began flying strikes as part of Operation Inherent Resolve on April 18 and have since flown more than 130 sorties, employing 630 precision weapons during more than 125 strikes, according to numbers Air Forces Central Command provided to *Air Force Magazine*.

AFCENT Commander Lt. Gen. Charles Q. Brown Jr. had said during a May 26 briefing that B-52 operations started slowly because there was not enough infrastructure at its deployed base, since the heavy bombers hadn't been based in US Central Command for more than 26 years. AFCENT said that between May 26 and June 22, the B-52s flew 77 of the 130 sorties, using 351 precision weapons during 73 strikes.

While the B-52 is known for its nuclear-capable, large payload, the bombers deployed against ISIS are specifically using laser guided GBU-12 Paveway IIs, GBU-38 Joint Direct Attack Munitions, and GPS guided GBU-31 bombs, according to AFCENT.

### More Troops To Stay in Afghanistan

President Obama on July 6 said the United States will keep about 8,400 troops in Afghanistan through the end of his second term in office, a change from the planned drawdown to 5,500 troops by the end of this year.

Speaking alongside Defense Secretary Ashton B. Carter and Chairman of the Joint Chiefs of Staff Marine Gen. Joseph F. Dunford Jr. at the White House, Obama said the current mission, focused on training and advising Afghan forces and supporting counterterrorist operations, will not change. "But even these narrow missions continue to be dangerous," the President acknowledged.

Thirty-eight Americans—military and civilian—have died in Afghanistan since the end of combat operations a year-and-a-half ago. "And we resolve to carry on the

mission for which they gave their last full measure of devotion," Obama said.

The latest change to the US strategy and force structure in Afghanistan was based on the recommendation of Army Gen. John W. Nicholson Jr., who assumed command of US and NATO forces in Afghanistan earlier this year, as well as members of Obama's national security team.

In June, Obama had granted broader authority to Nicholson to decide when US troops can accompany conventional Afghan forces in the field. Previously, US forces could only accompany Afghan Special Forces.

Obama said his decision to keep more troops in the country reaffirms the US commitment to Afghanistan, but he also called on allies and partners to "align their own commitments." July's NATO Summit in Warsaw was to be "an opportunity for more allies and partners to affirm their contributions." Obama said he is "confident they will."

### The Afghan Air Force's Manning Shortfall

The fledgling Afghan Air Force does not have enough aircrews operational or in training for either its current or projected fleet, though the limited pipeline is growing, according to a Pentagon report.

The Defense Department's "Enhancing Security and Stability in Afghanistan" report, released June 17, outlines issues facing the Afghan military and the security situation in the country. The 116-page report describes the state of the Afghan Air Force from Dec. 1, 2015, to May 31. "The development of human capital remains a critical component of overall AAF progress," it states.

For example, the AAF has just four fully trained pilots for its eight-aircraft fleet of A-29 Super Tucanos. The AAF expects to field 20 A-29s for close air support, though it is struggling to identify capable pilots and train them. The AAF similarly has nine fully trained pilots for its four C-130s, and 27 MD-530 attack helicopter pilots for its authorized fleet of 30 aircraft. As of May 31, 172 students are enrolled in 18 US-funded training programs for AAF development, a 13 percent increase from last year. This covers basic pilot training, aviation safety, and language training.

### NATO To Increase Support for Afghanistan

NATO member countries have pledged to increase support to Afghanistan in 2017 and beyond, including placing troops in a "constellation" of sites around the country, US Defense Secretary Ashton B. Carter said.

Speaking at the end of a ministerial meeting in Brussels on June 15, Carter said NATO would finalize plans at its July summit to keep a stronger presence in the country to help the Afghan government. The alliance also has agreed to fully fund the Afghan National Defense and Security Forces through 2020.



USAF photo by A1C Sadie Colbert

**Eagle Eye:** CMSgt. Sonia Lee helps attach an aero surface strake on an inert GBU-38 v1 munition. The command chief for the 28th Bomb Wing, Lee was learning about the 28th Munitions Squadron mission. The unit has more than 200 airmen and is responsible for 86 facilities and a 647-acre munitions storage area. Lee said in a news release, “The behind-the-scenes details and work to construct a bomb made me realize they are their own supply chain, vehicle maintenance, and much more.”

### ■ USAF Unveils Total Force Award

The Air Force unveiled a new award to honor the top joint force team. Named for the recently retired Air Force Chief of Staff, the Gen. Mark A. Welsh III One Air Force Award will be bestowed on a team that “demonstrates improved effectiveness, operational readiness, and mission accomplishment through integrated solutions,” according to an Air Force news release.

Air Force Secretary Deborah Lee James announced the award during Welsh’s retirement dinner on June 23. To be considered, a team must include at least two Total Force components. The team must submit an award package covering actions between May 1, 2015, to April 30, 2016, that must “justify the team’s best practices and explain how the procedures would be limited if performed by a single component.”

A board will evaluate the packages based on the contributions of an integrated team, the scope of the impact to the Total Force, and leveraging a Total Force team. The winner will be recognized at AFA’s Air, Space & Cyber Conference in September.

### ■ Boeing’s Boom Solution

Boeing announced in July it has implemented a hardware fix to a “higher-than-expected boom axial load” on the KC-46A’s boom system that caused issues in early tests, leading to a program delay. The updated boom successfully offloaded fuel to a C-17, an F-16, and an A-10, completing the required set of refueling tests.

Prior to the fix being announced, the Air Force and Boeing began “in kind” compensation to USAF due to Boeing’s inability

to deliver 18 KC-46 tankers by the contract deadline of August 2017, sources reported.

That compensation could come in the form of no-cost service life extensions to KC-135 tankers, which will have to serve longer than expected because of the schedule slip, or discounted contractor logistics support, parts, or other accommodations. A Boeing spokesman on June 14 could not immediately say whether the compensation would be limited to tanker-related transactions or could widen to include other Boeing products, such as JDAM bombs or F-15s.

The Air Force announced in May it expects Boeing to miss the August 2017 deadline to deliver 18 KC-46A tankers. Now, Altus AFB, Okla., the first formal training unit, and McConnell AFB, Kan., the first Active Duty-led KC-46A operating base, will begin receiving the first Pegasus aircraft “by late summer or early fall 2017,” rather than spring 2017, and Boeing will now deliver the 18th aircraft in January 2018.

### ■ B-52s Complete European Deployment

Two B-52H Stratofortresses flew home to Minot AFB, N.D., on June 23 after completing a roughly one-month deployment to RAF Fairford, UK. While in Europe, the bombers participated in exercises Baltops 16 and Saber Strike 16, flying a total of 25 sorties in countries such as Poland, Denmark, Sweden, Estonia, Lithuania, Latvia, France, Germany, and Italy.

“The B-52 is a great sign of America’s presence for assuring allies and deterring potential enemies,” said Col. Kieran T. Denehan, 5th Expeditionary Operations Group commander, in a June 23 news release. ★