

Esper Would Continue Pentagon Emphasis on Readiness, Partnerships, Reform

DEPARTMENT OF DEFENSE NEWS (JULY 16, 2019)

David Vergun

Army Secretary Dr. Mark T. Esper told senators that he would continue to prioritize training, modernization, building alliances and partnerships, and reforming the Pentagon if he's confirmed to serve as secretary of defense.

Esper, President Donald J. Trump's nominee to assume the Pentagon's top post, testified at his Senate Armed Services Committee confirmation hearing. The committee will make a recommendation to the full Senate for its vote on whether to confirm Esper for the job.

In his opening statement, Esper noted the growing threats posed by great power competitors such as China and Russia and told the panel that these threats warrant a refocus to training, research and development, and equipping for high-intensity conflict, particularly in the space and cyber domains.

At the same time, he said, the military must be prepared to respond to regional threats posed by Iran, North Korea, and terrorist groups around the world. "Our adversaries must see diplomacy as their best option, because war with the United States will force them to bear enormous costs," he said.

Besides warfighting priorities, Esper said he would place particular focus on the well-being of the men and women of the armed forces, along with their families. He mentioned housing, childcare, and spousal employment as important to the force's readiness. "Our military families are willing to make great sacrifices for their country, and in return, I am committed to ensuring they are cared for properly," he said. Esper would bring to the job a thick military resumé that includes being a Pentagon war planner, serving for a decade on active duty in the Army, followed by 11 years in the Army National Guard and Army Reserve.

"I believe this broad and diverse experience has prepared me well for the position of secretary of defense," he told lawmakers.

Deputy Defense Secretary Patrick M. Shanahan served as the acting defense secretary following James N. Mattis' resignation in December. He stepped down due to family



Army Secretary Dr. Mark Esper

DoD photo

considerations last month. The president then appointed Esper to serve as acting defense secretary.

Yesterday, the Senate received the president's formal nomination of Esper to be secretary of defense. At that time, by law, Esper ceased to serve as acting defense secretary, and his sole title became secretary of the Army. As prescribed in Executive Order 13533, "Providing an Order of Succession Within the Department of Defense," Navy Secretary Richard V. Spencer became acting defense secretary and has the full authority and responsibility of the secretary of defense.

The senior team supporting the Office of the Secretary of Defense remains in place to ensure institutional continuity, Pentagon officials said. This includes David L. Norquist, the Defense Department's comptroller and chief financial officer, who continues to perform the duties of the deputy secretary of defense.

Additionally, Thomas B. Modly, undersecretary of the Navy, is now performing the duties of the secretary of the Navy. Ryan D. McCarthy is no longer performing the duties of the secretary of the Army and is solely serving as undersecretary of the Army.

General Officer Assignment

DEPARTMENT OF DEFENSE NEWS, PRESS OPERATIONS
(JUNE 3, 2019)

The chief of staff, Air Force announces the assignment of the following general officer: Col. Stewart A. Hammons, who has been selected for the grade of brigadier general, from commander, 27th Special Operations Wing, Air Force Special Operations Command, Cannon Air Force Base, New Mexico, to director, Expeditionary Support, Air Force Installation and Mission Support Center, Air Force Materiel Command, Joint Base San Antonio-Lackland, Texas.

Summer 2019 Brings Leadership Change Across AFMC

AIR FORCE MATERIEL COMMAND PUBLIC AFFAIRS (JUNE 10, 2019)
Marisa Alia-Novobilski

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—Summer 2019 marks a number of key leadership changes for the Air Force Materiel Command.

At the headquarters level, Gen. Arnold W. Bunch Jr. assumed command May 31, filling the position vacated when Gen. Ellen Pawlikowski retired in Sept. 2018. Lt. Gen. Robert McMurry, who bridged the gap between Pawlikowski's departure and Bunch's confirmation, has returned full time to his duties as Air Force Life Cycle Management Center commander.

AFMC Director of Logistics, Civil Engineering, Force Protection and Nuclear Integration Maj. Gen. Allan E. Day, will depart to take on a new position as the dual-hatted director, Logistics Operations at Defense Logistics Agency and commander, Joint Regional Combat Support in the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics. Maj. Gen. Stacey T. Hawkins will replace Day, moving to headquarters from his current position as commander, Ogden Air Logistics Complex, Hill Air Force Base.

Maj. Gen. (select) Kenneth T. Bibb Jr. will take over as director, AFMC Strategic Plans, Programs, Requirements and Analyses as Brig. Gen. Heather Pringle departs for the position as Air Force director, Strategic Plans, Deputy Chief of Staff, Plans and Programs at the Pentagon. Brig. Gen. Evan C. Dertien will fill Bibb's position as AFMC director, Air, Space and Cyberspace Operations, moving to headquarters from his current position as commander, 96th Test Wing, Eglin Air Force Base.

Other changes include the departures of Col. Damian Wilborne, deputy director, Contracting, and Col. Jason Lindsey, AFMC Director of Staff. Farris Welsh, AFMC Small Business director, has announced her retirement this month.

In addition to headquarters personnel changes, a number of leadership changes will occur at AFMC center and wing locations.

At the Air Force Life Cycle Management Center, Brig. Gen. Brian R. Bruckbauer will become director, Air Force Security Assistance and Cooperation. He will take over for Maj. Gen. (select) Sean M. Farrell, who will be the new director, Force Structure, Requirements, Resources and Strategic Assessments at Headquarters, Special Operations Command.

Brig. Gen. John P. Newberry moved from his current position as senior materiel leader, KC-46 System Program Manager to be the Program Executive Officer, Tankers. He will fill the position currently held by Brig. Gen. Donna D. Shipton, who will become vice commander, Space and Missile Systems Center at Air Force Space Command. Brig. Gen. Ryan L. Britton will become the program executive officer, Presidential and Executive Airlift, departing his position as director, Global Reach Programs in the Office of the Assistant Secretary of the Air Force for Acquisition, Technology and Logistics at the Pentagon.

Also at the AFLCMC, Paul C. Waugh will be the new program executive officer, Agile Combat Support, at Wright-Patterson Air Force Base. He will depart his position as executive director, Air Delivered Capabilities Directorate, at the Air Force Nuclear Weapons Center. Marcus F. Novak will become director, F-35 Hybrid Support Integrator, Joint Strike Fighter Program Office, Wright-Patterson Air Force Base.

Maj. Gen. Bradley D. Spacy, the Air Force Installation and Mission Support Center commander, has announced his retirement. Brig. Gen. John T. Wilcox II will fill Spacy's position, coming to AFMC from Air Force Global Strike Command. AFIMSC will have a new director, Expeditionary Support, when Brig. Gen. (select) Stewart A. Hammons departs his position as commander at the 27th Operations Wing, Air Force Special Operations Command.

Brig. Gen. (select) Scott A. Cain will be the new 96th Test Wing commander at Eglin Air Force Base, moving from his current position as commander, Arnold Engineering and Development Complex. Also at the Air Force Test Center, Dr. Joseph W. Nichols will depart his position as technical advisor for Flight Test and Evaluation.

Brig. Gen. James H. Dienst will be the new commander at the Air Force Research Laboratory's 711th Human Performance Wing, taking over for Brig. Gen. Mark A. Koeniger who is heading for the Pentagon to be the special assistant to the Surgeon General of the Air Force. Christopher J. Ristich is appointed director, Air Force Strategic Development Planning and Ex-

AT&L Workforce—Key Leadership Changes

perimentation, AFRL at Wright-Patterson. Col. Elena Oberg, AFRL vice commander, retired from active duty service in May.

At the Air Force Sustainment Center, Brig. Gen. Constance McCauley von Hoffman will replace Hawkins as commander at Ogden Air Logistics Complex at Hill Air Force Base. Alphonso Thomas will be the new director, Engineering and Technical Management, Tinker Air Force Base, transitioning from his current position as technical director at Warner Robins Air Logistics Center.

The Air Force typically sees a spike in moves each summer, in part to minimize the impacts to families with children who are typically on break from school.

Former AFNWC Deputy Director Appointed To Senior Executive Service and New Position

AIR FORCE NUCLEAR WEAPONS CENTER PUBLIC AFFAIRS
(JUNE 14, 2019)

Leah Bryant

KIRTLAND AIR FORCE BASE, N.M.—A former Air Force Nuclear Weapons Center deputy was appointed to the Senior Executive Service in April.

For almost four years, starting in 2015 Paul Waugh served as AFNWC's deputy director for its Air-Delivered Capabilities Directorate, where he enabled the center to acquire and sustain air-delivered nuclear weapon systems in support of the nation's nuclear deterrence operations.

Prior to working at AFNWC, Waugh was the chief of the Propulsion Sustainment Division at the Air Force Life Cycle Management Center (AFLCMC), Tinker Air Force Base, Oklahoma, where he led a team responsible for life-cycle management of 50 types of turbine engines.

In May, he returned to AFLCMC as an SES member to start his new job as the Air Force program executive officer for Agile Combat Support at Wright-Patterson AFB, Ohio.

"Paul's appointment as an SES and as the PEO for Agile Combat Support are significant career accomplishments and very well deserved," said Maj. Gen. Shaun Morris, AFNWC commander. Morris presided over Waugh's SES appointment ceremony on April 25 at Kirtland.

Waugh retired as an Air Force colonel in 2010 after senior leader positions in a variety of fields, including engineering, program management, training, and logistics.

"Don't worry about your next promotion or next job too much," said [then] Col. Waugh shortly before his retirement in a *Tinker*



Paul Waugh

Program Executive Officer,
Agile Combat Support Directorate
Air Force Life Cycle Management Center

DoD photo

Take Off article. "Figure out what your job is, do the best job you can, and your boss and boss's boss will recognize that. You'll get increased responsibilities, opportunities to do better. If you continue to succeed at what's given to you, then you'll get the promotions and good jobs in the future. If you worry about your next assignment, people see through that."

In 2011, Waugh entered federal civil service as a senior program manager. His recent SES appointment shows his success in following his philosophy.

The Senior Executive Service was established by Title IV of the Civil Service Reform Act of 1978 and its members are charged with leading the government and "producing results for the American people," according to the U.S. Office of Personnel Management. These leaders operate and oversee nearly every



Air Force Maj. Gen. Allan E. Day is replacing Air Force Maj. Gen. Mark Johnson as director of Defense Logistics Agency Logistics Operations at Fort Belvoir, Virginia.

DoD photo

government activity in about 75 federal agencies. The service covers managerial, supervisory, and policy positions classified above GS-15.

Day Takes Charge of DLA Logistics Operations

DEFENSE LOGISTICS AGENCY PUBLIC AFFAIRS (JUNE 17, 2019)

Air Force Maj. Gen. Allan E. Day assumed the role as director of Defense Logistics Agency (DLA) Logistics Operations June 17. He replaced Air Force Maj. Gen. Mark Johnson.

Day previously served as the director of Logistics, Civil Engineering, Force Protection and Nuclear Integration at Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio.

This is the second time Day has been assigned to DLA. From March 2015 to June 2017, he served as the commander of DLA Aviation in Richmond, Virginia.

Day was commissioned in 1989 from the U.S. Air Force Academy, where he earned a bachelor of science in Chemistry. He has held key maintenance leadership positions at the wing, major command, and air staff levels.

His commands include the 62nd Aircraft Maintenance Squadron, 380th Expeditionary Aircraft Maintenance Squadron, 22nd Maintenance Group, and 309th Maintenance Wing. He also served as the deputy director of Resource Integration and deputy chief of staff for Logistics, Installations and Mission Support at Headquarters U.S. Air Force. A published materials engineer and logistician, he holds master aircraft maintenance and senior acquisition badges along with a basic parachute rating.

Day's awards and decorations include the Defense Superior Service Medal, Legion of Merit with oak leaf cluster, and others.

General Officer Assignments

DEPARTMENT OF DEFENSE NEWS, PRESS OPERATIONS (JUNE 19, 2019)

The chief of staff, Army announces the following officer assignments:

- Maj. Gen. John A. George, deputy director and chief of staff, Futures and Concepts Center, U.S. Army Futures Command, Joint Base Langley-Eustis, Virginia, to commanding general, Combat Capabilities Development Command, U.S. Army Futures Command, Aberdeen Proving Ground, Maryland.

- Maj. Gen. Deborah L. Kotulich, U.S. Army Reserve, to chief of staff, U.S. Transportation Command, Scott Air Force Base, Illinois. She most recently served as commander (Troop Program Unit), 143d Sustainment Command (Expeditionary), Orlando, Florida.
- Maj. Gen. Richard C. Staats, U.S. Army Reserve, to commander (Troop Program Unit), U.S. Army Reserve Innovation Command, Houston, Texas. He most recently served as deputy commander (Troop Program Unit), U.S. Army Reserve Innovation Command, Houston, Texas.
- Brig. Gen. (Promotable) Frederick R. Maiocco, U.S. Army Reserve, commander (Troop Program Unit), 7th Mission Support command; and deputy commanding general, 21st Theater Support Command, Germany, to commanding general (Troop Program Unit), 76th Operational Response Command, Salt Lake City, Utah.
- Brig. Gen. (Promotable) Gregory J. Mosser, U.S. Army Reserve, assistant to the deputy commanding general - Readiness (Individual Mobilization Augmentee), U.S. Army Reserve Command, Fort Bragg, North Carolina, to commander (Troop Program Unit), 377th Theater Sustainment Command, New Orleans, Louisiana.
- Brig. Gen. Donald B. Absher, U.S. Army Reserve, vice commander, Joint Enabling Capabilities Command, U.S. Transportation Command, Suffolk, Virginia, to commander (Troop Program Unit), U.S. Army Reserve Sustainment Command, Birmingham, Alabama.
- Brig. Gen. Michael T. Harvey, U.S. Army Reserve, commanding general (Troop Program Unit), 102d Training Division (Maneuver Support); and deputy commanding general for mobilization and training (Individual Mobilization Augmentee), U.S. Army Maneuver Support Center, Fort Leonard Wood, Missouri, to commander (Troop Program Unit), 7th Mission Support Command; and deputy commanding general, 21st Theater Support Command, Germany.
- Brig. Gen. Joseph J. Heck, U.S. Army Reserve, to commander (Troop Program Unit), 807th Medical Command (Deployment Support), Salt Lake City, Utah. He most recently served as deputy surgeon, Director Reserve Readiness, Joint Staff (Individual Mobilization Augmentee), Office of the Chairman of the Joint Chiefs of Staff, Washington, District of Columbia.
- Col. (Promotable) Stuart E. Werner, U.S. Army Reserve, assistant chief of staff, G-3/5/7 (Active Guard Reserve), 79th Theater Sustainment Command, Los Alamitos, California,

to deputy commanding general (Troop Program Unit), 79th Theater Sustainment Command, Los Alamitos, California.

Military Sealift Command Hosts Change of Command

MILITARY SEALIFT COMMAND PUBLIC AFFAIRS (JULY 1, 2019)

VIRGINIA BEACH, Va.—Rear Adm. Michael Wettlaufer relieved Rear Adm. Dee Mewbourne as commander, Military Sealift Command (MSC), during a change of command ceremony aboard the expeditionary fast transport ship *USNS Burlington* (T-EPF 10) at Joint Expeditionary Base Little Creek - Fort Story, June 28.

Adm. Christopher W. Grady, commander, U.S. Fleet Forces Command, and Lt. Gen. John J. Broadmeadow, deputy commander, U.S. Transportation Command, were the guest speakers.

Mewbourne, a native of Ormond Beach, Florida, assumed command of MSC Aug. 25, 2016, overseeing the on-time logistics, strategic sealift, and specialized missions that MSC conducts around the world, 24/7, 365 days a year.

During his tenure, Mewbourne and his staff devoted significant effort in developing and executing a plan to adapt to the changing operational environment and keep MSC ahead of competitors and potential adversaries. He focused on operationalizing MSC to align with changes to Fleet and Joint warfighting doctrine, and implemented programs and processes to assess the holistic readiness of our ships. Additionally, he identified capability and capacity gaps using wargaming and simulation, and based on those results, provided our Mariners with realistic, relevant, and challenging tactical training.

“At MSC we recognize the imperative to adapt to the exponential changes in the maritime environment and are boldly pursuing actions to gain and sustain competitive advantage and maintain relevance,” said Mewbourne.

A graduate of the Colorado State University and native of Alexandria, Virginia, Wettlaufer assumed command of MSC today following his latest tour of duty as the commander of Carrier Strike Group 3 in Bremerton, Washington.

“I am truly humbled to be here and to join this fantastic team,” said Wettlaufer. “Just coming off a dynamic, around the world [U.S. Navy] strike group deployment, my team was a prodigious consumer and demanding customer of logistics systems around the globe. As such, I understand and appreciate the challenges which MSC overcomes every day in order to provide the systems and synchronize global activities needed to deliver, distribute, and sustain our warriors forward.”



VIRGINIA BEACH, Va. (June 28, 2019)—Rear Adm. Dee L. Mewbourne addresses service members and civilians at Military Sealift Command's Change of Command ceremony aboard the expeditionary fast transport ship USNS Burlington (T-EPF 10), at Joint Base Little Creek-Fort Story, June 28. During the ceremony, Rear Adm. Michael A. Wettlaufer relieved Mewbourne as commander, Military Sealift Command.

U.S. Navy photo by Jennifer Hunt

Wettlaufer previously commanded the Dambusters of Strike Fighter Squadron (VFA) 195, *USS Denver* (LPD 9) and *USS John C. Stennis* (CVN 74).

Wettlaufer's completed sea assignments include multiple deployments to the Mediterranean Sea, Indian Ocean, and Arabian Gulf with Attack Squadron (VA) 85 and Carrier Air Wing (CVW) 1 flying the A-6 Intruder from the *USS America* (CV 66) including Operation Desert Storm. Forward deployed from Japan aboard *USS Independence* (CV 62) and *USS Kitty Hawk* (CV 63) as a Dambuster department head and CVW-5 operations officer, he flew the FA-18C Hornet and he deployed to the Pacific as executive officer aboard *USS John C. Stennis*.

Ashore, Wettlaufer was assigned to VA-42, VFA-106 for qualification training. He was an aircraft carrier scheduler for commander, 2nd Fleet; served as a project officer, test pilot, and landing signals officer with Strike Aircraft Test Directorate at Naval Air Station Patuxent River, Maryland; and was on a Royal Navy Exchange tour in the United Kingdom as an Empire Test Pilots' School fixed wing tutor and experimental test pilot. He was selected as a Chief of Naval Operations Strategic Studies Group associate fellow (SSG XXI) and served in the Office of the Secretary of Defense as an analyst for the deputy assistant secretary of defense for European and NATO Policy.

Following the change of command ceremony, Mewbourne will serve as the deputy commander, U.S. Transportation Command, responsible for conducting globally integrated mobility operations, leading the broader Joint Deployment and Distribution Enterprise, and providing enabling capabilities in order to project and sustain the Joint Force in support of national objectives.

MSC operates approximately 125 non-combatant, civilian-crewed ships that replenish U.S. Navy ships, conduct specialized missions, and strategically preposition combat cargo at sea around the world while moving military cargo and supplies used by deployed U.S. forces and coalition partners.

For more news from Military Sealift Command, visit <http://www.navy.mil/local/MSCL/>.

MICC Leader Pins on Brigadier General

MISSION AND INSTALLATION CONTRACTING COMMAND PUBLIC AFFAIRS OFFICE (JULY 10, 2019)

Daniel P. Elkins

JOINT BASE SAN ANTONIO-FORT SAM HOUSTON, Texas—The new leader of the Mission and Installation Contracting Command was promoted to the rank of brigadier general during a ceremony July 9 prior to assuming command at Joint Base San Antonio-Fort Sam Houston, Texas.

In attendance at the ceremony marking a career milestone for Brig. Gen. Christine Beeler were military and civic leaders, family and friends, and members of her command. She comes to the MICC from Army Contracting Command (ACC) where she served as deputy to the commanding general for operations outside the continental United States.

Officiating the ceremony was Maj. Gen. Paul Pardew, commanding general for ACC at Redstone Arsenal, Alabama. He highlighted the exemplary performance by Beeler throughout her career and influence in establishing ACC.



Brig. Gen. Christine Beeler credits her family and close friends for her military service during a promotion ceremony July 9 at Joint Base San Antonio-Fort Sam Houston, Texas. Beeler was promoted to brigadier general before assuming command of the MICC from Brig. Gen. Bill Boruff. Officiating the ceremony was Maj. Paul Pardew, commanding general for the Army Contracting Command at Redstone Arsenal, Ala.

Photo by Daniel P. Elkins

"Her roots grow deep with ACC, and I am proud to have her continue her path with another ACC element," Pardew said. "Today, with this promotion, Chris will take on the challenges of serving as the commanding general of the MICC. I could not ask for a better person to lead this organization. She has been and will continue to be an incredible leader."

Beeler credited her family and love of country from her hometown of Old Saybrook, Connecticut, as the greatest influences in serving her country.

"From a very young age my parents, my grandparents, and my community have filled me with a love for America and the notion that everyone should do their part to help each other and keep that shining beacon on the hill burning bright for all to see," she said, citing her family's own military service spanning World War II, the Korean War, and the Vietnam War.

"And for the past 28 years, I have been blessed and honored to be a United States Army Soldier and leader of Soldiers and

Department of the Army civilians," Beeler added. "I have met some of the most amazing people—many who have honored me with their presence here today. I am your legacy, and you are mine. This promotion would not have been possible if not for your steadfast support."

Beeler took command of the MICC in a ceremony following her promotion.

Beeler received her commission as a second lieutenant in the Ordnance Corps through the Army ROTC program at Boston University in 1991, where she earned a Bachelor of Business Administration as a distinguished military graduate. She joined the Army Acquisition Corps in 1998 and has held numerous command and staff positions throughout her career.

About the MICC

Headquartered at JBSA-Fort Sam Houston, Texas, the Mission and Installation Contracting Command consists of about 1,500 military and civilian members who are responsible for

contracting goods and services in support of Soldiers as well as readying trained contracting units for the operating force and contingency environment when called upon. MICC contracts are vital in feeding more than 200,000 Soldiers every day, providing many daily base operations support services at installations, facilitating training in the preparation of more than 100,000 conventional force members annually, training more than 500,000 students each year, and maintaining more than 14.4 million acres of land and 170,000 structures.

Milley Talks Modernization at Confirmation Hearing

DEPARTMENT OF DEFENSE NEWS RELEASE (JULY 11, 2019)

C. Todd Lopez

The effects of delayed defense budgets, the dearth of confirmed civilian leadership in the Pentagon, modernization, Afghanistan, and great power competition were all topics the president's nominee to be the next Chairman of the Joint Chiefs of Staff faced from the Senate Armed Services Committee at his confirmation hearing.

If confirmed, Army Chief of Staff Gen. Mark A. Milley would be the 20th military officer to fill the role, succeeding Marine Gen. Joe Dunford, whose term expires Sept. 30.

The general opened today's hearing by acknowledging to lawmakers that the international order, in place now for over 70 years, is under threat.

"From East Asia to the Middle East to Eastern Europe, authoritarian actors are testing the limits of the international system and seeking regional dominance while challenging international norms and undermining U.S. interests," Milley said. "Our goal should be to sustain great power peace that has existed since World War II, and deal firmly with all those who might challenge us."

Also, what has changed is warfare itself, Milley told the senators. New characteristics of warfare include space, cyberspace, and new technology that's not been seen before. Competing in the new environment, he said, will require great adaptation by the U.S. military.

If confirmed, he said, his priorities are to "provide the best military advice, to maintain steady continuity of military leadership, implement the National Defense Strategy with emphasis on increasing the readiness and modernization of the joint force, maintain and grow our network of allies and partners, sustain great power peace in an era of great power competition, and provide unwavering support, care, and leadership to our troops and their families."

Of interest to many lawmakers was Milley's insight into how delayed defense funding, continuing resolutions, and even the possibility of a yearlong continuing resolution, might affect military readiness.

"I think the impact would be significant," he told the Senate panel. "I think a CR [Continuing Resolution], in the words of the National Defense Strategy commission—they said the word 'reckless.' I think a CR has a very significant negative impact on the training, equipping, readiness, and modernization of the U.S. military."

Without a timely defense appropriation bill, Milley said, "I think you're going to have issues with procurement, new starts, and delays of acceleration of programs that are already there. I think your research, development, science, technology, [and] the modernization we are talking about to face the challenge of China in the future or any other country in the future—all of those will be negatively impacted unless we have the full budget passed."

More than just money, Milley said, lack of a timely budget sends a message to adversaries, allies, and service men and women about the importance the U.S. places on defense. "Those are also negative impacts," he said.

Modernization of the joint force has been a buzzword of the Defense Department for years now, and it's been a focus of Milley's since he took the helm at the Army in August 2015. If confirmed as the top military leader in the Pentagon, Milley said his No. 1 modernization priority for the department would be the nuclear triad.

The nuclear triad—submarine-based, land-based, and air-delivered weapons—provides deterrence that has kept war from breaking out again since World War II, Milley said. Redundancy within the triad is not an issue, he told lawmakers—it's critical.

"Each leg of the triad gives you a different capability. ... All three present different problem sets to any adversary or enemy," he said. "I think it's important to keep all three."

Milley also said that non-nuclear conventional weapons are no substitute for the deterrence provided by the nuclear triad.

A second priority for modernization is space. "It's a new domain of military operations," he said. "We've got a considerable amount of both commercial and military capability in space that need to be protected, and all the technologies that go with space. In addition to that, I would say artificial



Army Chief of Staff Gen. Mark A. Milley receives an operations update from leaders working in the Tactical Operations Center for the 2nd Brigade Combat Team, 1st Infantry Division, during their training at the National Training Center, Fort Irwin, Calif., May 9, 2017.

Photo by Army Sgt. 1st Class Chuck Burden

intelligence and hypersonics, and there's many, many other technologies."

China is providing the impetus to modernize more quickly, Milley said. Chinese modernization is underway, and it's moving fast, he added.

"I think China has, for going on 30, 35 years now, embarked upon what they refer to openly in the media and their speeches as 'the China dream,'" Milley said. "That is to be at least a peer competitor, a world-class military with the U.S. military, by the mid-2030s. And they want to have the capability to defeat us by mid-century. They are moving out on that in all the domains."

Meanwhile, more than a dozen key Defense Department civilian leadership roles are filled by those in an acting or "performing the duties of" capacity. That's a problem for lawmakers,

and Milley confirmed it's a problem for uniformed personnel as well.

"I think it is very important to fill the nominated positions and get them through the system as quickly as we can, properly vetted and confirmed," Milley said. "Having a confirmed person in place, I think, clearly helps out us in uniform, and it also clearly delineates civilian control of the military—I think it reinforces that. The civilian oversight is of critical importance, and they interface with Congress and others [in the] interagency."

Since 2001, the United States has been at war in Afghanistan. Milley said the end to that war must not come until conditions are met.

"I think that the war in Afghanistan, at least American participation in the war in Afghanistan, comes to an end when our interests are met, and I think that will be met through a

negotiated settlement with the Taliban,” he said. “I think we’re seeing some progress.”

Milley said the U.S. has goals in Afghanistan, such as ensuring that it is never again a safe haven for terrorists who might threaten the United States. Continued presence in Afghanistan by American forces is an important part of ensuring that an agreement with the Taliban can happen, Milley said, adding that “pulling out prematurely would be a strategic mistake.”

Milley told lawmakers he’s grateful for being nominated to the position of chairman of the Joint Chiefs of Staff, and he pledged to work with Congress in the role to keep the country safe.

“I’d like to thank the president of the United States for the trust and confidence he has placed in me,” Milley said. “If confirmed, I pledge to you and to the American people and to the president that I will always provide my best military advice to him, the secretary of defense, the National Security Council, and the Congress to ensure America’s global national security interests are assured.”

Assistant Secretary of the Navy Visits Wallops

SURFACE COMBAT SYSTEMS CENTER, WALLOPS ISLAND PUBLIC AFFAIRS (JULY 11, 2019)

WALLOPS ISLAND (NNS)—Assistant Secretary of the Navy, Research, Development and Acquisition (ASN[RD&A]) James Geurts visited Surface Combat Systems Center (SCSC) July 10 to tour Wallops Island facilities, and to signify SCSC’s role in the Department of Defense (DoD) mission.

ASN(RD&A) Geurts met with Navy leadership and their federal partners including National Aeronautics Space Administration, National Oceanic and Atmospheric Administration, and the Mid-Atlantic Regional Spaceport. During his visit, he toured the Unmanned Aircraft Systems Airfield, a \$5.8 million facility, which was funded through the State of Virginia and supports several critical DoD and Navy missions and projects. He also toured the Engineering Towers and Sensors Site that holds the Enterprise Air Surveillance Radar and the Navy’s AEGIS Engineering and Training Complex where he had lunch with Sailors and civilians working at SCSC before viewing SCSC’s state of the art Operations Control Center and the Navy’s latest Combat Information Center.

“The focus on delivering lethal capabilities and providing support to our interagency partners and other Services is impressive,” said Geurts. “The small but powerful Wallops military and civilian team is playing a critical role in support to our nation and testing what we deliver to the Fleet—and they are doing it with a sense of urgency. This Wallops workforce includes not only some of our nation’s brightest Sailors and

engineers, but because of their talent they are major contributors to making our Navy a diverse team, able to move to the next level.”

For more news from Naval Sea Systems Command, visit <http://www.navy.mil/local/navsea/>.

F-35 Program Sees Changing of Guard

RESEARCH, DEVELOPMENT AND ACQUISITION PUBLIC AFFAIRS AND F-35 JOINT PROGRAM OFFICE (JULY 12, 2019)

WASHINGTON (NNS)—A veteran leader of multifaceted defense acquisition programs, Air Force Lt. Gen. Eric Fick assumed the watch from Vice Adm. Mat Winter as the program executive officer for the F-35 program in a July 11 ceremony at the U.S. Navy Memorial.

“Vice Adm. Mathias Winter has served his country honorably for 35 years, and we wish him the best of luck in his continued success,” James Geurts, assistant secretary of the Navy for research, development and acquisition, said in remarks at the ceremony. “Under Vice Adm. Winter’s leadership, the F-35 program has flourished, and his efforts will serve our nation and our allies for years to come.

“I would also like to welcome the Air Force’s newest lieutenant general, Eric Fick, on his promotion and appointment as the F-35 program executive officer, Geurts continued. “He is a dedicated and accomplished leader, and I am confident he will build on the great efforts of Vice Adm. Winter to continue to deliver, support, and improve the F-35 for the joint and international warfighters.”

With the change in PEO from Navy to Air Force, the program’s service acquisition executive switches from Air Force to Navy, with Geurts assuming the duties.

“I look forward to taking an active role as the Service Acquisition Executive for the F-35 and working with Eric and his team, those in the department, international partners, and Congress to deliver and sustain this lethal capability our military needs to compete and win,” Geurts said.

The F-35 Lightning II Joint Program Office is the Department of Defense’s agency responsible for developing and acquiring the F-35A/B/C, the next-generation strike aircraft weapon system for the Air Force, Navy, Marine Corps, and 12 allied and partner nations.

Fick entered the Air Force in September 1990 after receiving his bachelor’s degree in aerospace engineering from the University of Notre Dame. He has served as a logistics plans and programs officer, F-16 mechanical systems engineer, computa-



Vice Adm. Mathias Winter, left, congratulates Lt. Gen. Eric Fick after Fick relieved Winter as the program executive officer for the F-35 program during a ceremony, July 11, 2019, at the U.S. Navy Memorial in Washington, D.C.

U.S. Navy photo

tional fluid dynamics research engineer, Joint System Program Office chief of test, Air Staff Branch chief and deputy chief of the Air Force Senate Liaison Office. Fick has commanded at the squadron and group level, and served twice as an Air Force program executive officer. Additionally, he has logged more than 350 hours in the T-38, F-15, F-16, and other military and civilian experimental aircraft.

Prior to his assignment as deputy PEO, Fick was the director of global reach programs for the Office of the Assistant Secretary of the Air Force for Acquisition, responsible for \$5.6 billion in airlift, air refueling, training, and special operations programs.

Fick thanked Winter for his determined leadership, vision, and success across the program during his lead.

“Since he took helm of the F-35 program in 2017, Vice Adm. Winter has been passionate about ensuring the F-35 program’s three lines of effort—production, development, and sustainment—were met to the highest standards, while meeting the

challenges with vigor and constantly striving for excellence. His acquisition leadership has been steadfast, effective, and decisive,” Fick said. “His leadership skills with key F-35 enterprise stakeholders steered us on a course for the ultimate mission accomplishment—bringing the best weapons system possible to the warfighter.”

As the F-35 PEO, Winter was responsible for overseeing the \$428 billion program which simultaneously developed, tested, and fielded three next-generation strike fighter aircraft for the U.S. Air Force, Navy, Marine Corps, eight international partners, and four foreign military sales countries.

Winter’s departure as PEO coincides with his retirement after 35 years of Navy service. “We have proven the F-35’s lethality as it has effectively carried out combat missions and participated in several multinational exercises, where it dominates the battlespace,” said Winter. “Our commitment remains to deliver affordable, effective F-35 air systems that ensure the taxpayer’s investment provides the warfighter with the tools

to keep our nation safe. The F-35 enterprise is growing its strategic importance around the world.”

“As the operational tempo increased, the requirement to modernize the F-35 Fleet becomes critical. We are embracing true agile acquisition processes, and are transitioning from a developmental and initial production environment to a full-rate production and continuous software modernization environment, delivering technically feasible, operationally relevant capability,” Winter added.

“It has been an honor to serve alongside so many great leaders and support our nation and allies,” he said. “The F-35 weapon system is now operational and forward deployed around the world. The size of the fleet continues to grow and we are rapidly expanding its capability. The F-35 is a game-changer for the air combat superiority of the United States and its allies and partners—and will be for decades to come—I know the program is in good hands as we transition leadership today to Lt. Gen. Fick.”

Winter’s Reflections on F-35 Program

“The F-35 program is more than a program; it is truly a global enterprise built upon a broad spectrum of stakeholders joined together by a common goal—to support the warfighter with dominating capabilities,” Winter explained. “When I first became the F-35 program PEO, I gave our warfighters, stakeholders, and JPO teammates my commitment to provide timely, continuous communications, make prudent transparent decisions, and deliver on our commitments through crisp, accountable execution. These core tenets of my commander’s intent focused our thinking as we transitioned to the follow-on development phase, ramped up to full-rate production, and expanded global sustainment operations for the growing F-35 fleets and forces.”

“As the ‘quarterback’ for the joint force, the F-35 provides new transformational capabilities that will fundamentally change the way our nation’s military operates around the globe,” Winter said. “More than a fighter jet, the F-35’s ability to collect, analyze, and share data is a powerful force multiplier that enhances all airborne, sea, and ground-based assets in the battlespace, while ensuring our warfighters can execute their mission and return home safe.”

“The F-35 program,” he continued, “plays a central role in our National Defense Strategy, which calls for building a more lethal joint force, strengthening global alliances, and reforming business practices to enhance affordability. The F-35 weapons system is a multi-mission, next-generation strike fighter that provides our warfighters unmatched, game-changing technol-

ogy in the domains of sensing, stealth, penetration, strike, and interoperability.”

“The unique F-35 partnership brings together our three U.S. Services with our eight partner nations and four Foreign Military Sales customers, each of whom [is] integral to the planning and execution of the complete F-35 program,” Winter said. “The F-35’s projected service life extends out for more than 50 years, and to ensure the aircraft remains combat-ready and ahead of adversaries, the enterprise will continually deliver enhanced capability to the warfighter with a focus on affordability and speed.”

Pride in Accomplishments, Hard Work of F-35 Enterprise

The F-35 weapons system is meeting all its performance requirements. In 2018, the F-35 program completed the most comprehensive, rigorous, and safest developmental flight test program in aviation history. More than 9,200 sorties, 17,000 flight hours, and 65,000 test points were achieved to verify the design, durability, software, sensors, weapons capability, and performance for all three F-35 variants. Ninety-one F-35s were delivered during calendar year 2018—a nearly 40% increase from the previous year. More than 55 aircraft have been delivered so far this year and we’re on track to deliver 131 in 2019.

The F-35 global alliances and capabilities continue to grow. Milestones for the program’s international partners from May 2017 to July 2019 include: First Aircraft Arrivals for Norway, the United Kingdom, Japan, and Australia; declarations of Initial Operating Capability for Israel, Italy, and the United Kingdom; and training for Korean maintenance personnel began in January at Eglin Air Force Base in Florida.

In 2019, F-35 flight testing continues in support of phased capability improvements and modernization of the F-35 air system. This agile framework, known as Continuous Capability Development and Delivery, provides timely, affordable, incremental warfighting capability through technically feasible, operationally relevant improvements to maintain air dominance against evolving threats to the United States and its allies.

More than 400 F-35s are in the global fleet, and with almost 500 delivered by the end of this year. Production ramp-up will continue as operational testing concludes this summer and the program enters a full-rate production decision in the fall. To prepare, production experts from across the U.S. Government are working with industry partners to make the production process “leaner,” increase production quality, and deliver parts on time and at reduced cost. To do so, the program has incorporated a number of performance initiatives and incentives across the supply chain to support F-35 production lines in Italy, Japan, and the United States.

The F-35A unit cost now sits under \$89 million—the lowest price to date.

Driving down cost is critical to the success of this program, and the cost of each fighter is steadily declining. For the twelfth consecutive year, the average cost of an F-35 was lowered. More specifically, unit costs for the F-35B and F35C were lowered to \$115.5 million and \$107.7 million, respectively, representing a 5.7% and 11.1% reduction from previous lot aircraft—making these unit costs the lowest to date. In fact, the most common variant of the fighter now costs no more to build than the latest version of the Cold War fighters it's replacing. While at the helm, Winter's leadership drove the price down about 14% across all three variants and three production lots.

Goals and Challenges

The F-35 Enterprise is embracing true agile acquisition processes and is transitioning from a developmental and initial production environment to a full-rate production and continuous modernization environment, while sustaining a substantial growth of global operations. This environment requires the F-35 program to remain focused, with a true sense of urgency, to build on successes and become more agile to support the warfighter.

"To support the F-35 global fleet and the Secretary of Defense's directive to attain an 80 percent mission capability rate for the operational fleet by the end of 2019, government, international allies, and industry representatives are increasing spare part supplies, accelerating depot activations, and implementing reliability and maintainability improvement plans to ensure maintainers get the parts they need, when they need them, to sustain F-35s more efficiently," Winter said.

"To speed up repairs and lower costs, we are leveraging government capabilities at fleet readiness and air logistics centers, and we are empowering flight line workers with greater authority to streamline standard maintenance actions," he continued. "Though these combined sustainment and logistic actions and initiatives will improve overall F-35 readiness for the warfighter, we still face considerable challenges to realize these goals.

"2018 was a very good year and thus far, 2019 has already surpassed last year's accomplishments with many more to come. However, challenges remain to affordability and timely capability delivery," Winter said. "The threats and adversaries we face today are more complex and advanced than ever before. The F-35's success is of vital importance to our national security. The F-35 enhances our international alliances and is a critical nexus for future coalition operations. It is a vast, com-

plex, rapidly growing and accelerating program that is moving in the right direction.

"Our steadfast focus is on the continued advancement, development, delivery, and sustainment of an affordable global F-35 weapons system that supports the peace and, if called upon to do so, swiftly and decisively wins the fight every time.

"As my tour as the program executive officer of the F-35 Joint Program Office comes to an end, I could not be more proud of the team's efforts across the enterprise," Winter said. "We are in a great place for the program. And the momentum that has driven us forward will no doubt continue to deliver affordable, effective capabilities to our warfighter."

General Officer Assignments

DEPARTMENT OF DEFENSE NEWS, PRESS OPERATIONS (JULY 15, 2019)

The chief of staff, Air Force announces the assignment of the following general officers:

- Brig. Gen. William G. Holt III, special assistant to the commander, Air Force Special Operations Command, Hurlburt Field, Florida, to director, joint exercise and training, J-7, U.S. Space Command.
- Brig. Gen. Christopher S. Povak, commander, Space Operations Wing, Aerospace Data Facility, Colorado, National Reconnaissance Office, Buckley Air Force Base, Colorado, to deputy commander, Joint Task Force-Space Defense, U.S. Space Command.

Wilcox Takes Command of AFIMSC

AIR FORCE INSTALLATION AND MISSION SUPPORT CENTER PUBLIC AFFAIRS (JULY 25, 2019)

Shannon Carabajal

JOINT BASE SAN ANTONIO-LACKLAND, Texas—Maj. Gen. Tom Wilcox said he is excited to join the team revolutionizing installation and mission support after taking command of the Air Force Installation and Mission Support Center at a July 25 ceremony.

"To all the warfighters of AFIMSC, [Marian and I] are honored and humbled to be on your team and look forward to meeting you and getting to know each one of you," Wilcox said. "You are the experts at integrating installation and mission support across the Air Force and your knowledge is unmatched. I am excited about identifying additional synergies across the enterprise as we work to provide robust, affordable, and innovative options to our Airmen."

Wilcox replaced Maj. Gen. Brad Spacy, who is retiring after 32 years of service.



Maj. Gen. Brad Spacy, outgoing Air Force Installation and Mission Support Center commander, addresses the audience during the AFIMSC change of command July 25 at Joint Base San Antonio-Lackland. The general is retiring after 32 years of service.

U.S. Air Force photo by Johnny Saldivar

Gen. Arnold Bunch Jr., commander of Air Force Materiel Command, officiated the ceremony. He said Wilcox would build upon Spacy's success of fanning innovation and transforming installation and mission support for the Air Force.

"You are getting a great leader, you are getting a servant leader, you are getting a team builder, and you are getting a man who is unapologetically himself," Bunch said. "He will take this organization to even new heights; he will drive it even more into the future."

One of six specialized centers assigned to AFMC, AFIMSC provides installation and mission support capabilities to 77 Air Force installations, nine major commands, and two direct reporting units with an annual budget of approximately \$10 billion.

Over the past few years, AFIMSC has tackled some of the biggest challenges in the Air Force and led the way into a new

world of innovation and combat support, Bunch said, stressing that the center plays a vital role in AFMC and Air Force missions.

In the future, Wilcox said the center will be key to achieving national security objectives in defense of our nation. "Lethality and readiness must be at the core of our efforts as we work to attain national defense strategy objectives in a near-peer environment," he said.

"A conflict in the future with a near-peer competitor will look radically different than the violent extremist organization operations of the last 30 years. And as [Air Force Chief of Staff Gen. David Goldfein] says, we have from now until go to get ready. It's our job to make sure our support forces are ready and our bases are operationally resilient and able to produce continuous airpower."

AT&L Workforce—Key Leadership Changes

Wilcox is a career security forces officer who served in a variety of operational assignments—including squadron, group, and wing command—during his career. Prior to taking command of AFIMSC, he was the director of operations and communications at Headquarters Air Force Global Strike Command, Barksdale Air Force Base, Louisiana.

AETC Welcomes New Commander

AIR EDUCATION AND TRAINING COMMAND PUBLIC AFFAIRS
(JULY 26, 2019)

Dan Hawkins

JOINT BASE SAN ANTONIO-RANDOLPH, Texas (AFNS)—Lt. Gen. Brad Webb took the reins of Air Education and Training Command from Lt. Gen. Steve Kwast during a change of command ceremony at Joint Base San Antonio-Randolph July 26.

Air Force Chief of Staff Gen. David L. Goldfein presided over the ceremony and emphasized the importance of the AETC mission and he commended members of the command for their efforts. He listed Pilot Training Next, force development, a campaign of learning, squadron commander school, and the overhaul of the officer and enlisted promotion systems as “future game changers for our Air Force and joint teams.”

“This command has fundamentally changed how we develop Airmen to deliver joint warfighting excellence,” Goldfein said.

During his remarks, Goldfein spoke about Webb’s distinguished career as well as his leadership across the Air Force and joint special operations communities.



Air Force Chief of Staff Gen. David L. Goldfein presents the Air Education and Training Command guidon to Lt. Gen. Brad Webb, new commander of AETC, during a change of command ceremony July 26, 2019, at Joint Base San Antonio-Randolph, Texas. Webb, a 1984 graduate of the U.S. Air Force Academy, is a command pilot with more than 3,700 flying hours, including 117 combat hours in Afghanistan, Iraq, and Bosnia.

U.S. Air Force photo by Sabrina Fine

Expressing his confidence in Webb's ability to lead AETC, Goldfein referred to Webb as the obvious choice for commanding AETC.

"He's a mature, calm, seasoned, and focused warfighter who has participated in almost every combat operation we have waged across the globe, as a special operator," Goldfein said. "From humanitarian relief for Hurricane Andrew, to saving a downed pilot behind enemy lines in Bosnia, he actually hasn't missed a fight. Many know him as our point man for the take-down of Osama bin Laden. I cannot wait to watch this command flourish under your steady and quietly confident hand."

Taking the podium to speak to his command for the first time, Webb talked about the command's people and the responsibility to defeat our country's adversaries.

"Achieving victory takes hard work, training, good equipment, and most importantly, it takes unique people," Webb said. "Air Education and Training Command, the 'First Command,' for our Air Force, simply must ask Airmen to out-think, out-perform, out-partner, and out-innovate any potential adversary. We must do this with commitment to values because military prowess and economic might alone are not enough to secure our blessings of liberty. Our values, our character will be our guiding beacon. This is the mindset we must continue to instill here at the 'First Command' and we will."

Prior to becoming the 34th commander in AETC's history dating back to 1942, the 1984 Air Force Academy graduate and

native of Austin, Texas, spent the previous two years leading Air Force Special Operations Command, overseeing approximately 19,500 active duty, Reserve, Air National Guard, and civilian professionals that make up the Air Force component of U.S. Special Operations Command.

Webb is a command pilot with more than 3,700 flying hours in the CV-22 Osprey, UH-1N Huey, MH-53 Pave Low, MC-130H Combat Talon II, and MC-130P Combat Shadow, including 117 combat hours in Afghanistan, Iraq, and Bosnia.

Among Webb's career achievements is being named winner of the 1996 Cheney Award for most valorous flight of the year in a humanitarian effort when he was involved in the search and recovery efforts for then-Secretary of Commerce Ron Brown in Croatia in April of that year. Webb also showed leadership during "Operation Assured Response," a non-combatant evacuation operation in which his MH-53 team helped evacuate 2,126 people from 76 countries from the fighting that was taking place in Monrovia, Liberia.

AETC includes the Air Force Recruiting Service, two Numbered Air Forces that oversee flying training and technical training, as well as Air University. The command operates more than 1,400 trainer, fighter, and mobility aircraft at 23 wings, 10 bases, and five geographically separated groups. It trains more than 293,000 students per year with about 61,000 active duty, Reserve, Guard, civilian, and contractor personnel.