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A/TA Corporate Members In Harm's Way

A lot of major media outlets beat the "corporate greed" drum, day in and day out, putting a negative spin on every aspect of the "military-industrial complex," but seldom report the great things that America's "defense contractors" do to help keep us safe and secure. They seem to have forgotten that these are American companies employing Americans, and that it's the innovative thinking, the research and development efforts, and the skilled workforces of these stalwart companies that have helped to build the mightiest force on earth...and that they have not accomplished this awesome feat from the safety of some "ivory tower."

The Corporate Members of the Airlift/ Tanker Association's are a case in point. Many of these companies must send employees into harm's way, to work side-by-side with military personnel in the field. And, unfortunately, some of these brave men and women pay the ultimate price. In the last few years employees from several of our Corporate Members, including GE, Northrup Grumman, BAE and DynCorp, have lost their lives. And just last month, an employee of Lockheed Martin, New Jersey native Paul M. Johnson, Jr., was savagely decapitated by murderous kidnappers in Saudi Arabia.

Many of our Corporate Members also lost employees on 9/11. Among those lost due to the cowardly attack on the World Trade Center and the Pentagon were men and women from Boeing, Booz Allen, Raytheon and SAIC.

Despite these losses, and the escalating threat of terrorism world-wide, our Corporate Member companies continue to provide the services and know-how needed to keep our country secure by maintaining a presence in some of the most dangerous regions on the globe. Jeff Adams, a spokesman for Lockheed Martin, drove this point home recently saying, "...even with all the dangers in the world, there are still courageous men and women who volunteer for this work and who – despite the fact that they can come home whenever they want – choose to continue their missions."

The Airlift/Tanker Association owes much of its success to the support of its Corporate Members and their employees – America (including those major media outlets) owes them much more. America owes them its appreciation for providing it the means necessary to accomplish a difficult task in trying times – ensuring safety and freedom. America owes them a resounding "thank you" for being willing to go into harm's way on its behalf. America owes them respect.

Collin R. Bakse, editor

Chairman's COMMENTS



Gen Ron Fogleman USAF, Ret

As we go to press with this edition of the magazine we see all around us reminders that this great Nation of ours and the men and women who serve in its military forces remain the key to freedom and liberty around the world. As we celebrate the birth of the United States of America on the 4th of July we are reminded that freedom is not free. Operations in Iraq have entered a new phase with the turn over of sovereignty to the Iraqi people. Coming on the heels of an attack on our homeland in September 2001 and the liberation of Afghanistan from the grip of international terrorists and the Taliban that sheltered them, any objective thinking individual must conclude this is a monumental feat.

Less than 18 months ago Iraq was a country ruled by an unscrupulous tyrant with record of disregard of basic civil and international human rights. His unwillingness to conform to internationally accepted

norms of behavior and resolutions approved by the United Nations, when combined with his track record of aggression, genocide and use of weapons of mass destruction over several decades, led to Operation Iraqi Freedom. In a magnificent feat of arms an International Coalition of

Forces led by the United States defeated his fielded forces and deposed the tyrant in three weeks time. This was the "mission accomplished" that President Bush helped celebrate aboard a redeploying aircraft carrier in the Pacific Ocean in the spring of 2003.

After this phase of Iraqi operations the Coalition found itself in a difficult and challenging environment. Under attack from die-hards of the former regime, criminal elements freed from prisons on the eve

The political and diplomatic successes
of the last half of the 20th Century
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This pattern continues as we move into

the first decade of the 21st Century.

of the war, and international terrorists, the Coalition, with the United States carrying a large part of the load, worked to rebuild the infrastructure and institutions required by a sovereign state. While much remains to be done, the progress made during the past 14 months allowed the turnover of sovereignty to occur ahead of schedule. Now, as the skeptics maintain their drumbeat of negativism, we shall see what kind of nation comes out of this effort. I, for one, am confident that this effort will bear great fruit for the region and the world when judged by history and not hysterics. The sacrifices made by our troops and our allies will not have been made in vain.

Our track record in post-WW II Germany and Japan, the investment of American and allied blood in Korea in the early 1950s, our support of Taiwan, our willingness to confront Communism in South East Asia in the 1960s and 70s, our commitment to challenge and defeat an "Evil Empire" in the 1980s, turn back aggression during the Gulf War in 1991, intercede to stop genocide and ethnic persecution in the Balkans throughout the 1990s was one of selfless engagement on behalf of destitute and oppressed peoples. Today, these are seen as positive influences on the course of history in the pursuit of international peace and prosperity.

The political and diplomatic successes of the last half of the 20th Century primarily resulted from the actions of our Soldiers, Sailors, Marines and Airmen engaged on behalf of the United States. This pattern continues as we move into the first decade of the 21st Century. At the heart of this engagement are the members of this Association. Our mobility forces are the enablers for all military operations around the globe. Be proud of who you are and what you and those who have gone before you have done and continue to do today. God bless America and the men and women who serve her.

ESSAGE



CMSgt Mark A. Smith USAF, Ret

Greetings air mobility warriors. As I write this message, we are celebrating the 4th of July. This Independence Day has new meaning as you serve to protect our freedom at home and provide the first Independence Day for Iraq. The theme of our convention, "Mobility: Marathon for Freedom," seems right on target this year. Thanks for the sacrifices you and your family are making for the United States of America as you run our freedom marathon in true Olympic style. One day Iraq will celebrate their Independence Day because of your dedicated and faithful service. Hooah for a continued job well done!

During my travels this quarter, I had the opportunity to spend some time with the Team Robins Chapter and listen to their guest speaker Colonel Gail Halvorsen. I learn something new every time I hear him tell his amazing story. I can envision Colonel Halvorsen as a young flyer standing at a barbed wire fence making conversation

with German children gathered outside to watch airplanes land. As the hungry kids asked him if he had any gum or candy, he eagerly gave them two pieces of gum that happened to be in his pocket and then promised more gum and candy on his next flight into the airport, saying that he would drop it to them as he passed over while landing. When asked how they would know which of the big airplanes was his, he said he would "wiggle his wings" as he approached their position and "Operation Little Vittles" was born. It is remarkable how one man's kind gesture at the end of World War II blossomed into a major operation - airdropping candy to the children of war-torn Berlin. Colonel Halvorsen recounted his thoughts to the Team Robins Chapter talking about the children as they enjoyed the candy and chewing gum attached to small cloth parachutes, "These kids had a real understanding of what was important in their life and they wanted freedom like Americans." Thanks to Colonel Halvorsen for reminding us that freedom is truly a way of life that we should cherish dearly and thanks to Colonel Rottman and the Team Robins Chapter for their Georgia hospitality during our visit.

Another chapter the A/TA board visited this quarter was the Huyser Chapter at Scott AFB, IL. Most of the board participated in the annual Huyser Golf Tournament which raises funds each year for educational scholarships and other chapter sponsored efforts. We had a wonderful time and enjoyed seeing many air mobility friends. We appreciated General and Mrs. Handy stopping by during the awards and scholarship presentation and Command Chief Kerver taking some time to spend with the active and retired troops on the course. Thanks to LTC Jerry McCrave and the Huyser Chapter leadership for your hospitality and sponsorship of our quarterly board meeting...great job!

In closing, many air mobility forces remain deployed serving our country. We appreciate your sacrifices for our freedom. Our prayers and support are with you always. For those of you that are able to make it, we hope to see you at our annual A/TA Convention in Dallas, Texas. I would like to end my comments with a quote from our friend, Colonel Gail Halvorsen, "If you have the right attitude, well then, the whole world is a different color." God bless you all.

Cabin Report...Secure!



A/TA...Supporting America's Air Mobility Forces.

SECRETARY'S NOTES

Last year in this column, I informed you that our Airlift/ Tanker Association had eagerly accepted the opportunity to sponsor an annual awardforoutstanding performance to a cadet squadron at the United States Air Force Academy. Col Barry C. Creighton On Memorial Day, during the 2004



USAF, Ret

Organizational Awards Parade, at the Stillman Parade Field, US Air Force Academy, I was honored to make that award presentation.

I'd like to share that experience with you. It was a bright, crystal clear, windy and brisk morning. Thirty-six cadet squadrons marched down the long ramp from the



cadet area and on to the parade field. The viewing stands were full of proud family members—most were anticipating the impending graduation of the senior class in the next days.

After the march-on and the posting of the orders, ten organizational representatives stood in front of a table of impressive three foot high sparkling trophies prepared to recognize squadrons for different superior achievements. One was for outstanding academic performance—one for outstanding athletic performance. And ONE was for "Core Values". This award is based on LEADERSHIP and CHARACTER DEVELOPMENT through the performance of community SERVICE. This is the one that has our A/TA name on it. I can't think of a better set of criteria, as being representative of you-for these are the same criteria that describe the way that you go about the mobility mission.

Accepting the award for the 13th Cadet Squadron ("Bulldogs") was Cadet Lieutenant Colonel Jonathan R. Dedic (who towered over your Secretary). I trust you share my pride as we recognize tomorrow's leaders. Even I stood a little taller on that beautiful day.

Association ROUND-UP

National Chapter Update

One of the major duties of the Airlift/Tanker Association's Senior Vice President, currently Maj Gen Richard C. "Buck" Marr, USAF (ret), is overseeing Chapter matters, including dealing with the establishment of new chapters, providing national oversight and support for existing chapters and, sadly, occasionally handling the disposition of defunct chapters.

Beginning late last year, Gen Marr began working to help establish one new chapter and re-establish another.

New Chapter on the "Tip of the Sword"

In December 2003, Gen Marr was contacted by a Lt Col Janon Ellis, 728 AMS/CC, Incirlik, Turkey, regarding the requirements for establishing an A/TA Chapter. He wished to charter a new Chapter at Incirlik. Throughout the first quarter of 2004, Colonel Ellis conducted exploratory meetings at Incirlik and received an overwhelming response. His first organizational meeting was attended by over thirty personnel.

Additionally, he discovered 22 paid-up A/ TA members assigned to the local area. From February to April, he authored the required documents and conducted organizational meetings. In April, he forwarded the completed documents and requested National Board review and approval.

An electronic voting process was employed to secure approval for chartering prior to a visit by Gen Handy to Incirlik. Gen Marr made the motion on 26 April and, over the course of the next few days, received unanimous approval from the voting Board members. Gen Handy visited Incirlik during the first week of May and made the announcement that the

Incirlik Chapter, officially named "Tip of the Sword" was approved for full Chapter status.

Chapter "Re-Establishment" Effort Leads to New Chapter Concept

Also beginning in December 2003, Gen Marr spearheaded a coordination effort started by TSgt Ron Brooks to re-establish the Nicklegrass Chapter on Lajes Field. Association By-Laws precluded the Association from automatically renewing the Chapter, as the interested parties could not meet the chartering prerequisite of 20 members, plus there was a question of a Chapter at Lajes having the ability to sustain its membership year in and year out.

That led Gen Marr and the interested parties at Lajes to an exploration of granting "associate chapter" status to Nicklegrass, with Ramstein's Rheinland-Pfalz Chapter as its "mother" chapter. This arrangement seemed logical since Ramstein AMC units have an operational relationship with the units on Lajes Field

Sgt Brooks contacted the Ramstein chapter and began working with several A/TA members, most notably the 89th OG/CD, Lt Col Dunn. Through the winter and spring, they drafted a Constitution, By-Laws and a Memorandum of Agreement (MOA) which was coordinated with the AMC leadership at Ramstein and Lajes. Lajes also conducted several exploratory membership meetings during this timeframe.

Ultimately, the efforts of personnel at Lajes and Ramstein convinced Gen Marr that they could make an associate concept work. Gen Marr then suggested the idea to the Board which gave the go-ahead for final coordination. In May and June, Lajes and Ramstein finished the required work and forwarded it to Gen Marr on 4 June. The Board approved both the new "Associate" chapter concept and the Nicklegrass request at its 12 June meeting. The new Chapter will be listed as: Nicklegrass Chapter (Rheinland-Pfalz Associate). Welcome back Nicklegrass!

Wright Chapter

The Wright Chapter at Wright-Patterson AFB OH hosted a luncheon on 24 Mar 04 with AFMC/CC Gen Gregory S. "Speedy" Martin as the guest speaker. Gen Martin spoke on a variety of topics, including insight into the use of mobility assets while he was in Europe



Wright Chapter President, Lt Col Pete Livingston, presents Gen Martin a signed book by Tom Crouch on early aviation as a thank you gift.

as the USAFE/CC and perspectives regarding mobility acquisition in his current job.

Gen Martin spoke of the changes in command and control starting with the deactivation of the 322 Airlift Division and subsequent workload increase of the Ramstein mobility team. This led to the development of the Air Mobility Operations Center to provide better support for in theater airlift/tanker operations.

Gen Martin also spoke of his current job and his thoughts on mobility acquisition. One area he is interested in is development of a common cockpit for mobility aircraft, or to at least work to develop common solutions to common problems and to present information the same across platforms.

The Wright Chapter is well on its way to a successful recovery after a few years of inactivity. It has a diverse membership of active duty and reserve military, civilians, and contractors working on the leading edge of mobility acquisition.

Huyser Chapter

The Huyser chapter hosted the Association's National Board of officers for its Spring Meeting at Scott AFB, IL on 11 and 12 June 2004. The board annually meets here at Scott to discuss upcoming issues with the Air Mobility Command Staff concerning the National Convention in the fall. The Board scheduled the meeting to coincide with the chapter's annual charity fund raising golf tournament. As a result many members of the board of officers participated in this highly successful event to include: Maj Gen (ret) "Bagger" Baginski; CMSgt (ret) Mark Smith; Col (ret) Barry Creighton; Col (ret) Miles Wiley; Brig. Gen Dexter Tutor; Brig Gen (ret) Jim Swanson; Col (ret) John Murphy; Col (ret) Dennis Murphy; and, Col

(ret) Ed Wiesner.

Thanks to the tremendous work of tournament directors, Corky and Carol Mauchline and their staff of volunteers, there were 156 players and plenty of sponsors out on the golf course.

Prior to the start of the tournament everyone took a moment of silence to honor the late President, Ronald Reagan, during the national day of mourning – a fitting tribute to a man who had a significant impact on events that shaped everyone's lives over the past 30 years.

The winning team shot a cool 17 under par while there was a three way play off for third place with a 15 under par.

Folowing the tournament, the Huyser Chapter President, Lt Col Jerry McCrave, with the help of Association National President, CMSgt (ret)





Ashley Hilmes
(I) and Janette
Housman (r)
received \$1000
scholarships
from the
Huyser Chapter.

Mark Smith, handed out two \$1000 College Scholarships, one to Ms Ashley Hilmes, who will study Computer Management Information Systems; the other to Ms Janette Housman, who will study Ceramic Engineering.

As in years past, the tournament was a tremendous success – raising over \$5000 for the chapter's fund which will be used to support worthwhile programs in and around the Scott AFB community.



- Membership in the Airlift/Tanker Association
- Hold the Rank of E-2 through E-6
- **Commander's Recommendation**
- Assigned in an air mobility operational and/or support function (an augmentee on a mobility or maintenance support team, for example). Anyone directly or indirectly supporting the USAF Airlift or Air Refueling mission.
- Classes must be completed as an active member of A/TA during the same calendar year as the submitted application. Exception: January/February applications can include the previous quarter classes (Sep-Dec) of the immediate past year.
- Checks will be issued upon completion of a course with proof of a grade of C or better in an accredited degree program
- Individuals are limited to one ETG per 12-month period.
- Student financial need is not a principal criterion
- May not be used for a lower or lateral previously awarded
- Additional details available online at www.atalink.org



The A/TA ETG Program. Working to improve America's Air Mobility Force.

AMC: 12 Years of Excellence

A New Era in American Air Power Began on 1 June 1992

by Collin R. Bakse, Editor, A/TQ

NOTE: Major portions of the article are based, almost exclusively, on **Poised for the New Millennium:** The Global Reach of the **Air Mobility Command – A Chronology** by Robert deV. Brunkow with Kathryn A. Wilcoxson, produced by the Office of History, Air Mobility Command, Scott Air Force Base, Illinois. AMC Public Affairs was instrumental in providing additional information.

STORY

On 1 June 1992, as part of a larger reorganization of the Air Force, and as a response to changing international relations following the end of the Cold War, declining resources in the Department of Defense, and evolving military doctrine, the Air Mobility Command (AMC) was activated as the air component of US Transportation Command. Merging the airlift assets of the Military Airlift Command (MAC) and the tanker capabilities of the Strategic Air Command (SAC), AMC's mission was to provide airlift, air refueling, special air mission, and aeromedical evacuation for US forces. Its mandate was to supply forces to theater commands to support wartime taskings and to be the "lead command for requirements, operating procedures, aircrew training, tactics, standardization and evaluation, and overall fleet management for tanker and airlift aircraft."

Consisting of three numbered air forces (NAFs) and 22 wings, AMC also was given responsibilty for many major direct reporting units/agencies including Air Combat Camera Service, the Air Rescue Service, the USAF Air Mobility School, the USAF Mobility Center, the Defense Courier Service, and what would become a major contributor to the command's success the Tanker Airlift Control Center (TACC).

The TACC, which had become operational on 1 April 1992, grew out of AMC's desire to simplify execution of the worldwide mobility mission. To accomplish that objective they designed a highly efficient command and control unit that functions the same in peace and war – an organization capable of moving from day-to-day operations to contingency support or disaster relief without any loss of service by providing centralized scheduling and execution of AMC airlift and air refueling missions.

In October 2003, AMC once more found itself at the epicenter of organizational change within the Air Force when the 18th Air Force was reactivated to lead the command's global airlift, air refueling and aeromedical evacuation operations; and its remaining two numbered air forces were redesignated as expeditionary mobility task forces. On 1 June 2004, AMC celebrated a dozen years of delivering on a promise to provide "excellence in all we do."

Those twelve years are chock full of events, humanitarian operations and major military contingencies – everything from supporting geo-political initiatives to transporting sustenance to victims of natural disasters to refueling lethal aircraft bound for targets in hostile lands – AMC has played a pivotal role in achieving national objectives. Objectives met through a Total Force effort by the men and women of the Air Mobility Command and their "fellows in arms" from the Air Force Reserve Command and the Air National Guard.

The following chronology is presented as a reminder of important accomplishments, events and happenings that have been important during AMC's first twelve years. As with any chronical, importance of events is in the eye of the chronicler. The non-inclusion of any mission or event should not be interpreted as a slight to any time period, event or accomplishment. Consider this chonology, simply an effort in limited space, to highlight AMC's – *Twelve Years of Excellence*.

1992 – Off to a Flying Start

Within a month and a half of its inception, on 15 July 1992, AMC and its gained Guard and Reserve units began flying what would become the longest running humanitarian effort since the Berlin Airlift – *Operation Provide Promise* – using C-130, C-5, C-141 and C-17 aircraft to fly 4,500 sorties in response to an ethnic civil war in Bosnia-Herzegovina.

Yet another historically large and long effort began about a month later when, on 19 August 1992, AMC began flying forces into theater prior to the execution of Operation Southern Watch on 27 August 1992. By the year 2000, Southern Watch had become the largest and longest major contingency involving AMC and its gained Guard and Reserve units, at times requiring 1000+ AMC personnel on rotational deployment to sustain.

During that busy first halfyear AMC and its gained units also participated in a number of humanitarian efforts brought on by natural disasters: Operation Provide Relief to help fight mass starvation induced by drought and civil war in Somalia; airlift relief efforts during the aftermath Hurricane Andrew Forida; relief efforts to Guam in the wake of Typhoon Omar; and in Hawaii, AMC responded to the island state's worst storm in the 20th century by airlifting relief supplies to help ameliorate the effects of Hurricane Iniki.

1993 – Winds of Change

The new command began to feel the "winds of change" late in 1992 when, on 1 October, AMC transferred to Pacific Air Forces (PACAF) and United States Air Forces in Europe (USAFE) the intratheater aeromedical airlift forces based in their theaters of operation; and the 97th Air Mobility Wing (AMW) was activated at Altus Air Force Base, Oklahoma, as the command's first air mobility wing. The wing consolidated assets for C-5, C-141, and KC-135 aircrew training from the 443d Airlift Wing, the 340th Air Refueling Wing, and the 398th Operations Group. These command structure changes foreshadowed changes that were to take place in 1993.

The realignment of C-9s and their infrastructure, along with the activation of the 97th AMW was part of the policy of the Chief of Staff of the Air Force, General Merrill A. McPeak, to reorganize the Air Force into straight command lines, applying the concept of "One Base, One Boss" to overseas theater locations. The implementation of this concept led several actions to remove

even while the command was in the throes of operational change. On 12 April 1993 USAFE began flying *Operation Deny Flight* missions to impose a no-fly zone over Bosnia-Herzegovina for fixed wing and rotary-wing aircraft, provide close air support for UN troops on the ground, and conduct approved air strikes against targets threatening the security of UN-declared safe areas in Bosnia.

Mobility support included KC-135 and KC-10 air refuelings supplied by AMC and AMC-gained units.

With several operational changes behind it and more to come, an event occurred that would begin to change the complexion of Air Mobility assets - the first C-17 Globemaster **III** (tail number 89-1192) arrived at its operational wing, the 437th Airlift Wing at Charleston Air Force Base, South Carolina, on 18 May 1992. Lauded as capable of landing at small, austere airfields even when carrying outsize cargo, the aircraft built by McDonnell Douglas (The Boeing Company would acquire McDonnell Douglas - and the C-17 - in 1997) had been designed to bridge the gray area between strategic and tactical airlift. Skeptics doubted that the aircraft would ever be used to provide direct delivery of personnel and cargo from a point of embarkation to a far-forward, hostile location as promised, however, history would

prove them wrong. When AMC celebrated its first anniversary on 1 June 1993 more changes were on the horizon. On 1 July 1993 the 97th Air Mobility Wing transferred to Air Education and Training Command (AETC) as part of Chief of Staff of the Air Force General Merrill A. McPeak's 1993 "Year of Training" initiative to consolidate Air Force formal training under AETC. Simultaneously, other flying training units and formal training schools for KC-135 combat crews, combat control teams, special operations, and rescue also transferred. The realignment included the transfer of 26 KC-135s to AETC. [Flight training schools for C-21 (OSA), C-12F (Companion Trainer Program), and C-12C (Defense Intelligence Agency/ Defense Security Assistance Agency) transferred to AETC in 1994 to complete the



To the Men and Women of Air Mobility Command:

Twelve years ago a new era in air power began when elements of the former Military Airlift Command and the Strategic Air Command were combined to form the Air Mobility Command. On June 1, 1992, this new command was charged with centrally scheduling and executing airlift and air refueling missions.

Today, as the air component of U.S. Transportation Command, the men and women of AMC accomplish Herculean tasks unrivaled by any force in history. Simply stated – AMC PROVIDES AMERICA'S GLOBAL REACH!

Since our nation was attacked 33 months ago AMC has: flown 31,000 missions; moved more than 1.5 million troops; delivered almost one million tons of cargo; caringly air evacuated our wounded and serviced more than 12,000 refueling receivers.

Never missing a beat, AMC executed the first major change in the Air Force's organizational structure in more than a decade. Last October the 18th Air Force was reactivated to lead the command's global airlift, air refueling and aeromedical evacuation operations. At the same time AMC's two numbered air forces were redesignated as expeditionary mobility task forces.

Take pride in your accomplishments. I am proud of them - and you everyday, and I am humbled to serve as your commander.



functions from AMC that were peripheral to the strategic air mobility mission.

On 1 February 1993, the Air Rescue Service and its units transferred from Air Mobility Command to Air Combat Command (ACC), USAFE, and PACAF. ACC became the executive agent for air rescue, placing the service under the direct control of the command whose downed pilots were the primary beneficiaries of the rescue service.

On 1 April 1993, most operational support airlift (OSA) C-21s as well as some C-12s in the continental United States transferred from Air Mobility Command to four other commands, as their squadrons came under the control of their host wings and major commands.

AMC's missions of course continued

Year of Training initiative at AMC].

1 July also saw AMC merge the assets of one air refueling and two airlift numbered air forces into two air mobility numbered air forces. At the inception of AMC, airlifters remained under the two NAFs inherited from



Operation Southern Watch began in August 1992. By the year 2000, Southern Watch had become the largest and longest major contingency involving AMC and its gained Guard and Reserve units, at times requiring 1000+ AMC personnel on rotational deployment to sustain. Here an F-16CJ from Prince Sultan Air Base's 363rd Expeditionary Fighter Wing approaches a KC-135 to refuel during the operation somewhere over Southwest Asia. (USAF photo by TSqt. John E. Lasky)

the Military Airlift Command: the Twenty-First Air Force at McGuire Air Force Base, New Jersey, and the Twenty-Second Air Force at Travis Air Force Base, California. Tankers remained under the Fifteenth Air Force, March Air Force Base, California, which had formerly been assigned to the Strategic Air Command.

The downsizing of the Air Force and the reduction of NAF responsibilities as the Tanker Airlift Control Center assumed functions to plan, schedule, and execute missions provided the opportunity to build an air mobility culture by integrating tanker and airlift forces in the reorganized NAFs. Tanker and airlift assets in the active force were balanced as much as possible between the Twenty-First Air Force and the Fifteenth Air Force along geographic lines, generally using the Mississippi River for demarcation. As part of the consolidation, the Fifteenth Air Force moved to Travis from March Air Force Base. The Twenty-Second Air Force was inactivated as an active-duty organization and activated in the Air Force Reserve.

The final two major operational changes occured on 1 October 1993, when the last active-duty, Air Force Reserve, and Air National Guard C-130s based in the continental United States, along with their related tactical airlift support functions, transferred to Air Combat Command; and, three ACC KC-135 squadrons aligned under AMC, ultimately bringing an additional 41 tankers into AMC. Planners believed these

realignments permitted AMC to focus on its strategic mobility role, while ACC gained the resources to perform its role as the theater force provider. The realignment of aircraft was in keeping with a philosophy of organizing commands around missions, and transfers

of airlift and tanker assets among commands would continue to occur as circumstances warranted.

1994 - Shake, Rattle and Roll-Back

Following an earthquake that shook Los Angeles, California, on 17 January 1994, AMC, Guard, and Reserve airlift aircraft delivered 270 disaster specialists and 170 short tons of disaster relief cargo – including fire trucks, generators, and communications vans – to southern California.

On 26 June 1994, AMC responded to the World Health Organization, which had become rattled by the sharp rise in the cancer rate of children living near the site of the 1986 Chernobyl nuclear power plant disaster, by depolying a C-5 to deliver a magnetic resonance imaging system to Chernobyl, Ukraine, for

use in detecting cancerous tumors.

On 1 July 1994, AMC began to roll back its overseas presence either by withdrawing completely from en route locations that had limited utility for strategic air mobility operations or by contracting out the services at these locations. The divestiture came in response to Chief of Staff of the Air Force General Merrill A. McPeak's directive to review the ownership of the theater en route structure after the transfer of overseas C-130s to theater commanders. The command retained strategic air mobility assets at key locations, as strategic air mobility was a national resource with global commitments requiring centralized management.

Changing circumstances would require further modification of the en route structure, and AMC would again send its units into some of the locations from which it had withdrawn as the result of the en route structure analysis.

Under the realignment implemented on 1 July 1994, AMC maintained air mobility support groups and support squadrons at 13 locations: Andersen Air Force Base, Guam; Elmendorf Air Force Base, Alaska; Hickam Air Force Base, Hawaii; Howard Air Force Base, Panama; Incirlik Air Base, Turkey; Kadena Air Base, Japan; Lajes Field, Portugal; Royal Air Force Mildenhall, United Kingdom; Osan Air Base, Republic of Korea; Ramstein Air Base, Germany; Rhein-Main Air Base, Germany; Naval Air Station Rota, Spain; and Yokota Air Base, Japan; and, AMC detachments

and operating locations continued to function at 9 locations: Aviano Air Base, Italy; Bahrain International Airport; Ben Gurion International Airport, Israel; Cairo International Airport, Egypt; Christchurch International Airport, New Zealand; Dhahran International Airport, Saudi Arabia (the function later moved to Prince Sultan Air Base); Diego Garcia, British Indian Ocean Territory; Richmond Air Base, Australia; and Naval Air Station Sigonella, Italy. The command ultimately withdrew from 20 secondary locations.

AMC planners knew that reducing its presence overseas did not diminish the need to rapidly deploy forces and proposed the Global Reach Laydown Concept – the fielding of two air mobility operations groups (AMOGs) based in the United States with resources to deploy anywhere to conduct airfield operations.

On 22 July 1994, the 615 AMOG at Travis Air Force Base, California, and the 621 AMOG at McGuire Air Force Base, New Jersey, were activated. By consolidating staffs consisting of command and control experts, aerial porters, maintainers, communicators, and members of other career fields, the AMOGs possessed cadres that could be drawn upon to deploy even to the most austere locations to facilitate air mobility operations. Later in the year Operation Uphold Democarcy would begin and, for the first time in a contingency, the air mobility element would deploy under the new air mobility operations group structure. But before that would happen, AMC and its gained assets would be needed to help save lives in Africa.

Ethnic rivalry between the Hutus and Tutsis of Rwanda, intensified by the deaths of the presidents of Rwanda and Burundi in a plane crash, led to mass slaughter, the violent ouster of the Hutu-dominated government, a diaspora of over two million Rwandans to neighboring countries, and the threat of mass starvation. Goma, a Zairian town on the border with Rwanda that sheltered close to a million refugees, became a focal point for relief in *Operation Support Hope* (initially known as Provide Assistance).

At the onset of the operation, the death toll at Goma was about 3,000 victims a day. Within a month, the relief effort reduced the death rate to fewer than 250 a day. The role of AMC and its gained assets in the effort included 871 missions to carry 8,136 passengers and 16,171 short tons. To overcome fuel shortages on the ground, KC-135s and KC-10s air refueled strategic airlifters over the Mediterranean and over central Africa.

One of the most notable of the command's missions was achieved by a C-5 that flew a 22-hour flight of 9,900 nautical miles direct from California to Goma on three air refuelings to deliver a portable water supply system.

While flying missions in support of

Operation Support Hope, AMC would also become central to a complex operation designed to restore power to Jean-Bertrand Aristide, the first truly democratically elected president in Haitian history, by ousting a military-backed government that had deposed him.

During Operation Uphold Democarcy (Phoenix Shark) AMC and its gained units deployed some 6,000 members of the 10th Mountain Division to Haiti. The operation involved simultaneous planning for two very different operations: an invasion and a peacekeeping deployment. Both options were exercised. On 18 September, an armada of C-130s embarked for Haiti with nearly 4,000 paratroopers from the 82d Airborne Division to stage an invasion. While the C-130s were en route, the junta acceded to the demand to restore President Aristide to power. The invasion force returned to the United States. On the 19th, strategic aircraft began to deploy the peacekeeping force, which was fully in place by early October when President Aristide assumed office.

Uphold Democracy, while demonstrating ing the efficacy of the AMOG construct, also provided an early demonstration of command and control ambiguities that resulted from the divestiture of C-130s from AMC. The issue was most evident in the decision to recall the C-130 fleet. ACC did not believe it had the wherewithal to direct the return of the invading force and requested that AMC complete the effort. Ultimately, General Ronald R. Fogleman, AMC Commander and Commander in Chief of US Transportation Command, personally contacted the lead aircraft and ordered return of the invading force.

On 1 September 1994, the first of 14 ACC KC-10s began to move into AMC as AMC units relocated to receive them. The realignment of aircraft was in keeping with a philosophy of organizing commands around missions, but transfers of tanker assets among commands would continue to occur as circumstances warranted.

On 30 September 1994, the Air Combat Camera Service was inactivated. Audiovisual support to document operations continued to be offered by the 1st and 2d Combat Camera Squadrons, which on 22 July 1994 had been released from the camera service and assigned to the 621st and 615th Air Mobility Operations Groups, respectively. The realignment of combat camera was the response to the desires of General Merrill A. McPeak, the Chief of Staff of the Air Force, to simplify reporting lines and place combat camera under operational commanders.

On 1 October 1994, AMC activated the Air Mobility Warfare Center (redesignated from the USAF Air Mobility School) at Fort Dix, New Jersey, adjacent to McGuire Air Force Base, New Jersey. The AMC Commander, General Ronald R. Fogleman, championed

the creation of a command-specific "center for excellence" that would provide "graduatelevel training" in air mobility.

In October 1994, Iraq moved ground forces south of the 32d parallel toward the Kuwaiti border for the first time since Desert Storm in 1991. Consequently, the allies augmented Southern Watch forces in an operation dubbed Vigilant Warrior (Phoenix Jackal), which imposed a "no drive" zone on Iraq's army in the south. The AMC system began flying airlift and tanker missions on 9 October and concluded on 14 December, carrying 14,854 passengers and 8,330 short tons of cargo. Of the 728 air mobility missions, 380 were tanker missions flown mainly for air refueling. The C-17's first operational mission also occurred during Operation Vigilant Warrior. The C-17 departed Langley Air Force Base, Virginia, for Dhahran, Saudi Arabia, with a load of vehicles, a rolling command post, and supplies for the Army's 7th Transportation Division. Two

refuelings by KC-135s made the nonstop mission possible.

From 21-23 November three C-5s transported weapons-grade uranium and technicians from Kazakhstan to the United States in *Project Sapphire*. The objective of the mission was to remove the highly enriched uranium to prevent it from falling into the hands of terrorists or rogue states. The government of Kazakhstan agreed to turn over the material for a reported \$100 million in cash and other considerations.

On 5 December 1994, the Defense Courier Service was reassigned to the UST ransportationCommand from AMC, accordance with the programming plan that instituted the service in 1987 as a joint activity under the Military Airlift Command. The service was to transfer to the joint command when UST ransportation Command was ready to receive it. The realignment occurred during a period when AMC was divesting functions that did not support directly the strategic mobility mission.

1995 - Business Unusual

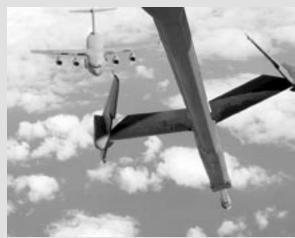
On New Year's Day 1995 the 931st Air Refueling Group activated at McConnell Air Force Base, Kansas, as the Air Force's first KC-135 Reserve Associate unit.

Later in January, AMC supported the final withdrawal of the *United Nations in Somalia II* forces from Somalia by deploying to Kenya some of the US forces that covered the withdrawal and then returning them to the United States in *Operation United Shield* (Phoenix Onyx). KC-135s at Nairobi,

Kenya, constituted a tanker task force that refueled AC-130 gunships. C-5s, C-141s, and contracted commercial flights flew 59 missions, carrying over 1,400 passengers and over 1,400 short tons of cargo.

On 17 January, AMC Commander General Robert L. Rutherford declared initial operational capability for the C-17, which had flown an operational mission late in 1994, and the Globemaster III officially began flying operational missions.

Throughout February 1995, during *Operation Safe Passage*, 121 C-130, C-141, and contracted commercial missions airlifted nearly 7,300 Cuban refugees temporarily housed in Panama to Naval Air Station Guantanamo Bay, Cuba. The airlift was unusual in that the passengers were not necessarily willing participants. AMC security personnel had to devise procedures-including placing recalcitrants in leg ironsto ensure order on the aircraft flying from



When the first C-17 Globemaster III (tail number 89-1192) arrived at its operational wing, the 437th Airlift Wing at Charleston Air Force Base, South Carolina, on 18 May 1992 the airframe was just beginning what become a very storied history. Here a Charleston-based C-17 Globemaster III moves into position to refuel from a KC-10A Extender over the Black Sea. The C-17 crew was returning from a humanitarian mission to Iraq. The KC-10 is based out of the 409th Air Expeditionary Group. Members from various Air Force units world-wide are currently deployed with the 409th AEG, Burgas Bulgaria, in support of Operation Iraqi Freedom. (U.S. Air Force photo by Staff Sqt. Jason Smith)

Panama to Cuba. The Cubans had been interdicted trying to enter the United States and had been housed at Guantanamo in one phase of Operation Sea Signal. Riots ensued in the Panamanian camps in December 1994. The refugees were returned to Guantanamo to an uncertain fate, awaiting permission from the United States to legally enter the country.

On 19 April, another unusual event required a quick response from AMC, when a survivalist hostile to the federal government bombed the Alfred P. Murrah Federal Building

in Oklahoma City, killing 169 people and injuring several dozen others. Immediately, AMC and aircraft from the Guard and the Reserve began flying the first of 25 missions. Command aircraft transported firefighters, search and rescue teams, and Federal Bureau of Investigation agents to locate survivors and identify the terrorist. Some 1,359 passengers and 3,864 short tons of cargo were delivered



On 1 January 1997 Operation Northern Watch superceded Operation Provide Comfort, the multinational effort to assist Kurds in Iraq above 36 degrees north latitude. Here a KC-135R Stratotanker taxis down the runway at Incirlik Air Base, Turkey in preparation for take-off in support of the operation. One part of ONW was for coalition aircraft to enforce the northern no-fly zone in Iraq. (U.S. Air Force photo by Senior Airman Matthew Hannen)

in the aftermath of the bombing.

Unusual missions continued later in 1995. On 3 October, an AMC-contracted DC-10 departed Robins Air Force Base, Georgia, for Hanoi, Vietnam, with 28 tons of medical supplies on the first humanitarian mission to Vietnam since the United States established diplomatic relations in the summer of 1995.

Beginning 11 October and continuing through mid-December, AMC and its gained units flew airlift and tanker missions in support of *Green Clover*, a counterdrug operation designed to demolish the air bridge cocaine traffickers had established to link Peruvian production sites and Colombian processing facilities.

In late October, Operation Vigilant Sentinel, an augmentation of Southern Watch, followed defections in Iraqi President Saddam Hussein's family. Strategists conjectured that instability in Iraq's highest circles could lead to rash actions, and analysts in the summer of 1995 detected "unusual movements of military force" in the area around Baghdad and southward. The American response was the deployment of a mechanized task force and reconnaissance and command and control equipment as well as a multiple launch rocket system to the Arabian Peninsula. AMC and mobility assets from the Guard and Reserve flew 110 tanker and airlift missions, carried 2,158 passengers, and delivered 1,262 short tons of cargo during Vigilant Sentinel.

In early December strategic airflow in

support of *Operation Joint Endeavor* began. The contingency was the multinational effort to insert a peacekeeping force into Bosnia to enforce the provisions of the Dayton Peace Accords by which the Muslims, Croats, and Serbs of Bosnia-Herzegovina and the government of the Federal Republic of Yugoslavia agreed to cease hostilities and honor the integrity of the Bosnian state. On

10 December, a C-17 landed at Sarajevo, the first AMC aircraft to arrive in Bosnia in support of Joint Endeavor. The airlift of the US component of the Implementation Force into Bosnia began on 18 December.

During the deployment phase of the operation concluding in February 1996, the command and its gained assets, according to command analysts, flew 320 intertheater missions carrying 7,835 passengers and 10,103 short tons of cargo. Intratheater airlift was completed on 1,852 missions carrying 9,458 passengers and 30,869 short tons. Elements of Joint Endeavor would continue well into 1998.

Most air mobility activity during the contingency was

intratheater, with missions flying from Germany to downrange locations in the Balkans and Italy. In an unusual turn, strategic aircraft – C-141s and C-5s in addition to C-17s – flew missions within the theater. The integration of intertheater airlift missions from the United States to Germany with intratheater missions flown both by strategic aircraft and tactical C-130s was inefficient and ad hoc. As a consequence of Joint Endeavor, the Air Force honed doctrines and policies to better integrate strategic and tactical air mobility and defined new organizational structures in the theaters to plan, coordinate, and execute theater air mobility missions.

1996 - Desert Heat

Following a series of aircraft firsts: a C-17 serving as Air Force One for the first time in carrying President Bill Clinton on a morale flight to Tazar, Hungary, and Tuzla, Bosnia; Joint Endeavor in January; and, the inaugural mission of Lockheed-Martin's C-130J-30 in April and the standard C-130J variant in June, both from Dobbins Air Reserve Base, Georgia; things heated up in the desert of southwest Asia.

On 25 June, just hours after terrorists bombed the Khobar Towers apartment complex at Dhahran's King Abdul Aziz Air Base used to house American military personnel supporting Operation Southern Watch in Saudi Arabia, a C-141 carrying Federal Bureau of Investigation bomb investigators and a team of surgeons and

medical workers departed Andrews Air Force Base, Maryland.

The mission concluded 15 hours later in Dhahran after receiving two air refuelings. Three C-141s brought a flying ambulance surgical trauma team, aeromedical evacuation crews, a stress-management unit, and air evacuation management teams to Dhahran on the 26th. The following day, 2 C-141s configured for air evacuation flew 43 patients wounded in the bombing to Ramstein Air Base, Germany. A C-5 brought the remains of the 19 service members killed in the attack to the United States.

In response to the Khobar Towers bombing of June, the Joint Chiefs directed the relocation and consolidation of US forces in Saudi Arabia in Operation Desert Focus (Phoenix Dart). During August and September, air mobility forces transported personnel and cargo to Prince Sultan Air Base, a remote location that quickly became a major hub for air operations in the Saudi kingdom, and participated in building a functioning air base out of what had been little more than a network of runways and ramps. Strategic airlifters not only flew transatlantic missions but participated in an intratheater airlift between Dhahran and Prince Sultan as well because of the compressed schedule of the move, expanded airlift requirements in the theater, and C-130 maintenance issues.

On 2 September, B-52s, Air refueled by KC-10s and KC-135s, began a nonstop mission to Andersen Air Force Base, Guam, from Barksdale Air Force Base, Louisiana, and then embarked on a 13,683 nautical-mile roundtrip attack on Iraq in *Operation Desert Strike*. Fourteen tankers supported the positioning flight to Guam; 760,000 pounds of fuel were transferred. Fifteen tankers flew support for the air-strike leg of the mission profile, which required an offload of 1,360,000 pounds of fuel. The attack was a response to Iraq's violation of UN prohibitions on military intervention in northern Iraq. A consequence of these acts was the extension of the Southern Watch no-fly zone boundary from 32 degrees north latitude to 33 degrees north latitude.

On 21 October, to reiterate and refine the role of AMC's lead command responsibilities, Headquarters USAF announced that AMC had been designated as the lead command for air mobility standards. As "lead command for the air mobility mission area," AMC was chartered to "manage and coordinate with the other commands involved in air mobility operations those processes [necessary] to enable the interoperability of air mobility forces regardless of command."

1997 – Gaining Friends and Assets

The heat was not letting up in desert. On 1 January 1997 *Operation Northern Watch* superceded Operation Provide Comfort, the multinational effort to assist Kurds in Iraq above 36 degrees north latitude. Provide Comfort, which had begun April of 1991 prior to the stand-up of AMC, primarily served as a humanitarian operation to resupply Kurdish refugees made homeless by an Iraqi government offensive designed to end Kurdish opposition to the rule of Saddam Hussein. With time, the military element of the operation came to predominate as a no-fly zone for Iraqi aircraft over the north was enforced. The emphasis of Northern Watch was clearly military, humanitarian efforts having been divested to international agencies in the wake of conflict among Kurdish factions and intervention by Iraq at the invitation of one faction.

On 1 April, most of CONUS C-130 units assigned to Air Combat Command or its gained units returned to Air Mobility Command, with the remainder reassigned to AETC. The objective of the transfer was to facilitate "a seamless mobility system." The distribution of C-130s to ACC and the theater commands in 1992 and 1993 while strategic airlift remained in AMC had decentralized decision making and blurred lines of authority, as demonstrated in Operation Uphold Democracy and subsequent major contingencies. The return of the C-130s and their supporting units eliminated the need for CONUS users to request airlift from two different commands depending on whether the need was intratheater or intertheater. The transfer also consolidated under one command support functions such as aerial port and tanker airlift control elements (TALCEs) and headquarters command and control. The repatriation of CONUS-based C-130s addressed a portion of the problem, while, planners believed, a new command and control system to mesh theater and global command and control systems overseas would meld mobility operations worldwide.

At the same time, AMC regained control of all C-21 operational support aircraft based in the United States that had been dispersed among five major commands in 1993. The catalyst for the reorganization was the crash of a T-43 OSA aircraft carrying Secretary of Commerce Ron Brown in April 1996, which caused the Air Force to assess how best to improve oversight of OSA operations and implement operational guidance. While the C-21s returned to AMC, scheduling of OSA aircraft in the United States remained under US Transportation Command's Joint Operational Support Airlift Center, which had been activated on 1 October 1996 due to a congressional mandate to consolidate OSA scheduling for all the armed services. The center achieved full operational capability on 1 April 1997.

On 17 June 1997, a C-5 flew the 500th mission of Operation Provide Hope, a humanitarian airlift to states of the former Soviet Union, begun in February 1992. The flight to Tashkent, Uzbekistan, delivered over \$7 million in privately-donated medicine for distribution in the outer regions of Uzbekistan. To facilitate a major hospital upgrade, the Galaxy also transported 220 containers of excess Department of Defense medical supplies and equipment valued at \$15 million. The flight also carried a team of Department of Defense medical experts to install the equipment and train Uzbekis in its use.

A little over a month later, on 23 July, Ramstein Air Base, Germany, received the first delivery of the Tunner 60K Loader, which had become the number two AMC acquisition program (behind the C-17) back in 1994. The Tunner could carry up to six cargo palettes at a time, and could be used with both military and commercial aircraft. It would not be long before Tunners, which eventually replaced all 40K loaders and over half of all wide-

body elevator loaders, would be deployed in support of a contingency operation.

Between 12 October and 4 November AMC airlifted 21 MIG-29 fighters, missiles and maintenance equipment from the former Soviet Republic of Moldova to Wright-Patterson Air Force Base, Ohio, during Operation Pivot Sail, in support of the Cooperative Threat Reduction Act of 1993, which gave the Department of Defense broad authority to eliminate weapons of the former Soviet Union. Eighteen C-17 missions were flown to carry the fighters. The operation also involed a C-130, which carried mission support, a TALCE and KC-135 refuelings.

Near the end of the year, between 19 and 25 November, AMC orchestrated a global, bi-directional airflow dubbed Operation Phoenix Scorpion I to augment Operation Southern Watch. The United States government ordered this deployment of additional forces from the United States to Southwest Asia and the Indian Ocean in response to Iraq's intransigence over the continuation of UN inspections of

sites that could be used to produce and store weapons of mass destruction.

Over the Pacific, the command established an air bridge and provided airlift support for the deployment of B-52s and attendant KC-10s to Diego Garcia. Over the Atlantic, the command provided airlift and air refueling support to deliver fighters, bombers, KC-135s, and elements of a Patriot missile battery to Bahrain and Kuwait. Iraq's apparent willingness to resume the inspection program brought an end to the deployment on 24 November, and, within days, all but residual command forces returned home. To close the deployment, the command and its gained units flew 60 airlift missions and 208 tanker missions, delivering over 3,000 short tons of cargo, 1,517 passengers to down-range locations, and 7.4 million pounds of fuel.

1998 – Stings and Storms

1997 had ended with a "scorpion sting," -1998 would start and end with one. From early February through early March AMC conducted the Desert Thunder deployment referred to in AMC as *Phoenix Scorpion II*. This movement augmented forces previously built up in Southwest Asia in November 1997 because of Iraq's refusal to permit unfettered inspections of potential sites for the development and storage of weapons of mass destruction. Like



Late in 1998, AMC's role in humanitarian relief was tested by two back-to-back hurricanes, Georges and Mitch. AMC airlifted hundreds of thousands of gallons of water and other humanitarian aid to devestated areas in the Caribbean and South America. Here a U.S. Federal Protection Service member rides his police motorcycle off a U.S. Air Force C-5 Galaxy cargo aircraft at Naval Station Roosevelt Roads on Sept. 24, 1998. DoD photo by Staff Sgt. Efrain Gonzalez, U.S. Air Force.

> the earlier deployment, Phoenix Scorpion II was both global and bi-directional. Again, the command supported the westward flow of B-52s and KC-10s from the United States to Diego Garcia. Its airlift and tanker assets facilitated the move of fighters and a B-1B, as well as rescue and special operations assets, from the United States east to the Persian Gulf area. As part of the eastern flow, the command airlifted members of the 1st Brigade of the 3rd Infantry Division from Hunter Army Air Field,

Georgia. In all, active-duty, Guard, and Reserve forces and AMC-contracted commercials flew 396 airlift missions and 191 air refueling missions to carry 11,368 passengers and 11,321 short tons of cargo and to offload 4.7 million pounds of fuel.

On 2 June the first production-modified KC-135 Pacer CRAG (Compass, Radar, and Global Positioning System) aircraft (tail number



Operation Allied Force was launched on 24 March 1999 to, in the words of Secretary of Defense William S. Cohen, "degrade and damage the military and security structure that President Milosevic (Yugoslav President) has used to depopulate and destroy the Albanian majority in Kosovo." Here a C-5B Galaxy from 436th Airlift Wing, Dover, Delaware, sits with its nose visor up exposing the, soon to be lowered, hydraulic ramps as it is prepared to download four fuel trucks for the 100th Supply Squadron at RAF Mildenhall, United Kingdom. The aircraft is "kneeling" down on the landing gear to facilitate the offloading of the trucks. The fuel trucks were needed to support the increased KC-135 tanker operations at RAF Mildenhall as part of the NATO operation.

57-1435) arrived at the 22d Air Refueling Wing, McConnell Air Force Base, Kansas. Pacer CRAG upgraded navigational avionics, replaced compass and radar systems with commercial off-the-shelf systems, and added a second inertial navigation system (INS) plus a Navstar global positioning system (GPS) receiver. The upgrade would eventually lead to the elimination of the aircrew navigator on KC-135s.

On 7 August 1998, Islamic terrorists linked to Usama Bin Laden simultaneously bombed the American embassies in Nairobi, Kenya, and Dar-esSalaam, Tanzania. The bombings killed 220, including 12 employees of the embassy in Nairobi, and injured 4,000, including some 20 Americans at Nairobi. Within hours, a C-141 departed the United States for Kenya carrying medical and security personnel. On the 9th, a C-141 evacuated patients to Ramstein Air Force Base, Germany, for medical treatment. Federal Bureau of Investigation agents and urban task

force members were among the passengers AMC transported during *Operation Resolute Response*. By the conclusion of the mission on 1 September 1998, 61 missions transported 1,035 passengers and 293 short tons of cargo. Two missions returned the remains of the slain Americans to the United States. A C-5 carried the remains of victims of the terrorist bombing of the US Embassy in Nairobi, Kenya, to Dover

Air Force Base, Delaware.

Two horrendous, nearly back-to-back hurricanes, kept AMC and its gained units busy from late September until well into 1999. On 21 September, *Hurricane Georges* began slamming into the Caribbean, devastating Puerto Rico, the island of Hispanola, the Virgin Islands, and other locations before hitting the Gulf Coast and making its final landfall in Mississippi on 27 September. Over 400 people perished due to the storm.

The Air Mobility Command and its gained units contributed extensive support for the ensuing relief effort. In a nearly three-week-long operation beginning on 21 September, strategic and tactical airlifters flew 197 missions to the Caribbean to transport medical teams, generators, refrigerator units, construction equipment, ice, and similar cargo to the disaster areas in an effort called Fundamental Relief.

The transport of water, itself, was a major task, with a requirement to airlift 100,000 gallons per day for 10 days. More than 450 passengers and 8,500 short tons of cargo were airlifted from numerous onload points in the continental United States before the airlift was complete on 12 October. Naval Air Station Roosevelt Roads, Puerto Rico, served as the staging point for the airflow into the Caribbean. A director of mobility forces and an air mobility element arrived there on 21

September and were joined by a tanker airlift control element the following day. Among the arriving aircraft at Roosevelt Roads were Ukrainian Antonov 124s, which the General Services Administration had placed under contract for the Federal Emergency Management Agency.

Hot on the heels of Georges, *Hurricane Mitch*, the fourth strongest Atlantic hurricane on record, devastated Honduras and wreaked havoc on El Salvador, Nicaragua, and Guatemala in late October. In its wake, upwards of 10,000 people died, and two million were made homeless.

By 6 November, a strategic airlift was underway, which was largely completed on 11 December although missions would continue to be flown until 19 March 1999. AMC dispatched an air mobility element to Soto Cano Air Base, Honduras, and two directors of mobility forces, one based at Soto

Cano in support of Joint Task Force Bravo and one at Comalapa Air Base, El Salvador, in support of Joint Task Force-Eagle (which took the Spanish name Aguila). Through the end of December 1998, AMC and its gained units flew 158 missions. By the end of the relief effort, the tally of missions exceeded 200.

Additionally, AMC and, primarily, Air National Guard and Air Force Reserve Command assets delivered privately donated humanitarian cargo on a space available basis through the provisions of the Denton Amendment. Over the course of the relief effort, airlifters transported 5,500 short tons of Denton Amendment cargo. US and Canadian service members unloaded mattresses from an Air National Guard C-130 at La Cieba, Honduras, to aid refugees made homeless by Hurricane Mitch. The Guard and the Air Force Reserve Command took responsibility for most of the Denton Amendment relief cargo carried at no charge for private donor organizations.

Meanwhile, AMC became involved in *Operation Desert Thunder*, which AMC dubbed *Pheonix Scorpion III*, after Iraq's Saddam Hussein expelled UN weapons inspectors and the National Command Authority ordered additional American forces to Southwest Asia. By the time Iraq's peace overtures had led the Clinton administration to halt the deployment the AMC system had already completed 61 airlift and 196 tanker mission, with Airlifters transporting more than 3,000 passengers and 2,700 short tons of cargo, and tankers refueling 90 aircraft, offloading 9.3 million pounds of fuel.

In mid-December the UN released a report documenting Iraq's subversion of the UN inspection program causing *Deployment Readiness Exercise Noble Shirley*, which deployed Patriot surface-to-air defensive missile battalions to Israel, to transform into *Operation Shining Presence* and the authorization of *Operation Desert Fox*.

Shining Presence was principally a theater move, with C-17s flying between Ramstein Air Base, Germany, and Nevatim Air Base, Israel, and Ben Gurion Airport at Tel Aviv in US European Command's area of responsibility. The United States Air Forces in Europe assumed tactical control (TACON) of both the C-17s that airlifted the missiles and AMC's tanker airlift control element at Nevatim. This transfer was the first time that TACON of strategic airlift assets passed from US Transportation Command and AMC to another command. During the Shining Presence phase of the deployment, assets from AMC and its gained forces flew 45 missions to transport 165 passengers and 1,070 short tons of cargo.

Desert Fox, known in AMC as *Pheonix Scorpion IV*, was primarily a series of air strikes that was terminated on 19 December after approximately 90 targets had been successfully

hit. Since most of the assets were already in place, the air mobility portion of the fourday campaign was relatively small. During the deployment phase of Desert Fox, AMC and its gained forces flew 62 airlift missions to transport 2,462 passengers and 1,940 short tons of cargo. Tankers flew 97 missions.

1999 - Trouble in the Balkans and Beyond

In the Spring of 1999 Yugoslavian and Serbian officials violated their promise to accept the conditions NATO set in October 1998 to avoid war over Kosovo, causing the National Command Authority to authorize a build-up of forces in Europe to wage war on Yugoslavian targets while last-ditch peace negotiations hesitantly proceeded. On 19 February, airlifters and tankers had begun deploying in support of Joint Task Force Noble Anvil, which was to be the American component of the NATO war against Serbia. The failure of diplomacy led to NATO's decision to begin *Operation Allied Force* on 24 March 1999. After a 78-day air campaign, NATO was victorious, officially suspending the war on 10 June and declaring the conflict over on 20 June. Serbian and Yugoslavian military and police forces evacuated Kosovo, and Kosovo Force (KFOR), the NATO-led peacekeepers, spearheaded by the US contingent called Task Force Falcon, soon entered the province under the rubric of Operation Joint Guardian, which began on 10 June.

As the Serbs drove the Kosovar Albanians into neighboring Albania and the Former Yugoslav Republic of Macedonia during Allied Force, a humanitarian disaster was in the making. To aid the refugees, Joint Task Force Shining Hope mobilized to provide food and shelter. A humanitarian airlift began to flow materiel into Albania on 3 April and, later, Macedonia in a relief effort that became Operation Sustain Hope. The task force became the US component of NATO Operation Allied Harbour. The task force was disestablished on 8 July 1999, while Allied Harbour concluded on 1 September.

Air mobility forces from AMC and its gained units were instrumental in achieving the victory for what AMC referred to as Operation Phoenix Duke II. They were crucial to highly visible missions during the war. The move, for example, of Task Force Hawk, the US Army Aviation Brigade Combat team of AH-64 Apache helicopters, multiple-launch rocket system battalions, and associated force protection and command and control elements from Ramstein Air Base, Germany, to Rinas Airport at Tirana, Albania, was by air. C-17s, under the tactical control of USAFE, were the airlifters of choice for this Army deployment. In another prominent component of the air campaign, KC-135s and KC-10s facilitated the first-ever combat missions by B-2 stealth bombers. The B-2 mission profiles of flights from home station at Whiteman Air Force Base, Missouri, to

targets in Yugoslavia and home again could only be accomplished with four air refuelings. In tribute to the role of air refueling, the Joint Forces Air Component Commander declared that "tankers turned the tide of the war."

One hundred fifty-nine USAF KC-10s and KC-135s deployed to Europe to join the conflict. Overall, 175 US tankers in the theater contributed to the campaign. The airrefueling statistics were impressive. Tankers delivered 355.8 million pounds of fuel to 23,095 receivers. Airlifters from AMC and its gained units and contracted commercial flights flew 2,231 missions carrying 37,460 passengers and 59,055 short tons of cargo.

AMC provided the director of mobility forces for the air campaign, deployed an air mobility element, and established tanker airlift control element and mission support team operations at 11 locations in the European area of responsibility, the TALCE at Tirana coming under the tactical control of USAFE. Primarily due to the large requirement for air refueling, a Presidential Selected Reserve Call-up for the first time in command history was necessary to mobilize members of the Reserve and the Guard.

In mid-September, on the other side of the world, AMC began a strategic airlift for Operation Stablise. The former Portuguese colony of East Timor, which had been unwillingly annexed by Indonesia in 1975, had voted for independence in August 1999. This success by the advocates of self-determination flew in the face of pro-Indonesian forces who responded by intensifying their campaign of repression, killing many and driving hundreds of thousands into exile.

To assist the UN's International Force in East Timor, AMC began carrying peacekeeping forces from Thailand, Kenya, the Philippines, and other countries, as well as a limited number of American military members, to the staging point at Darwin, Australia, where two AMC TALCEs facilitated the move of humanitarian cargo as well as the military personnel. With a peak monthly strategic airflow of 32 missions in October 1999, the airlift continued at a diminished rate. By March of 2000, some 66 missions carried 3,746 passengers and 1,900 short tons of cargo.

On 1 October 1999, the air mobility system began deploying the first rotation of USAF and AMC forces under the Expeditionary Aerospace Force (EAF). The expeditionary concept addressed the need to deploy the Air Force's limited assets around the world on behalf of several continuing, or "steady-state," contingencies, the largest being Northern Watch, Southern Watch, and Joint Forge.

2000 – Fighting Floods and Fires

From December 1999 through February 2000, torrential rains produced devastating results on two different continents.

In the South American country of Venezuela upwards of 30,000 people perished and some 400,000 were made homeless. During December, several humanitarian missions airlifted aid into Venezuela. Beginning on 4 January, a strategic airlift of 16 missions delivered 189 passengers and 527 short tons of cargo supporting the relief efforts of Joint Task Force Fundamental Response. Among the cargo transported were reverse osmosis water purification units needed to overcome the shortage of potable water created by damage to local water treatment plants.

Across the Atlantic, two cyclones and intervening periods of heavy downpours had saturated southern Africa in February, creating particular havoc in Mozambique, where thousands died and the Mozambican government estimated that some 200,000 were homeless. Joint Task Force Atlas Response was a component of the international effort to bring flood relief to Mozambique. C-5s, primarily, and other airlifters flew 29 intertheater missions to transport 937 passengers and 920 short tons of cargo. Cargo included MH-60G Pave Hawk and MH-53 Pave Low helicopters that along with USAFE C-130s transported 1,172 humanitarian workers and 1,039 short tons of cargo within southern Africa.

From 25 July through 23 September 2000 the American West experienced another kind of natural disaster - the worst fire season in decades. Over 6.5 million acres - more than twice the annual average - were consumed by the raging fires. To contribute to fire suppression efforts, AMC, the Guard and the Reserve, along with contracted commercial carriers, flew 48 missions from 1 August to 23 September to transport 339 short tons of cargo as well as 5,967 Army and Marine personnel who augmented civilian firefighters. Montana and Idaho were the primary destinations for deploying firefighters. Guard and Reserve C-130s equipped with modular airborne fire fighting systems deployed from 25 July to 6 September to fly 774 sorties and drop 970,500 gallons of fire retardant on wildfires in California, Idaho, and Montana.

2001 - A Ominous Shake, Rattle and Roll

2001 would prove to truly be an odyssey. A voyage that would find America on the path toward a new kind of war.

The year started with a 7.7 "Richter Rattle" that devastated western India on 26 January. AMC created and sustained an air bridge between Travis Air Force Base, California, to Anderson Air Force Base, Guam, and on to Ahmedabad, India, to transport 115 short tons of humanitarian cargo to the shaken region. C-5, C-17 and KC-135 aircraft were involved in the effort.

On 1 April, the Presidential Airlift Group was activated at Andrews Air Force Base, Maryland, as the selectively manned unit responsible for flying, maintaining, and supporting the President of the United States and the First Family on specially configured VC-25A (Boeing 747) aircraft.

On 12 April an AMC aircrew had the happy task of flying 24 US Navy men and women held for 12 days in China from Andersen Air Force Base, Guam, to Hickam Air Force Base, Hawaii. The Navy officers and noncommissioned officers had been operating an EP-3 reconnaissance aircraft over the international waters of the South China Sea on 1 April, when a Chinese F-18 fighter jet collided with the Navy aircraft. The crew of the EP-3 made an emergency landing on China's Hainan Island. A Continental Airlines Boeing 737 contracted by Air Mobility Command's Tanker Airlift Control Center had flown the Navy reconnaissance crew from Hainan Island to Guam.

From the end of May and throughout most of June, AMC flew 43 Phoenix Banner missions involving C-5, C-17 and C-141 aircraft, in support of President George W. Bush's first official trip to Europe.

On 19 June the first two "Halvorsen" 25K Next Generation Small Loaders (NGSL) were delivered to Dover Air Force Base, Delaware. The NGSL, a rapidly deployable, high-reach mechanized



On September 11, 2001 Islamic terrorists on a suicide mission crashed two of the planes into the twin towers of New York City's World Trade Center and another into the Pentagon in a coordinated attack. Here police helicopters and emergency ambulance crews stand by to aid injured Pentagon workers following the crash there. Military and civilians helped transport injured people on litters to ambulances for treatment and transportation to hospitals. (USAF photo by Staff Sgt. Gary Coppage)

aircraft loader that can transport and lift up to 25,000 pounds of cargo onto military and civilian aircraft was named the "Halvorsen" after Berlin Airlift icon, Colonel Gail S. Halvorsen (USAF, Retired), of "Candy Bomber" fame, who participated in the delivery.

Then came that fateful day – September 11, 2001 – that would forever after be referred to simply as 9/11.

Turning a sunny fall morning into one

of America's darkest days, Islamic terrorists on a suicide mission commandeered four commercial jetliners using box cutters and carpet knives as weapons. Trained to fly commercial jet aircraft, they crashed two of the planes into the twin towers of New York City's World Trade Center and another into the Pentagon in a coordinated attack.

On American Airlines Flight 11 from Boston's Logan International Airport to Los Angeles, terrorists commandeered the Boeing 767 and crashed it into the north tower of the World Trade Center at 8:48 a.m. Eastern Daylight Time (EDT). Highjackers aboard United Airlines Flight 175, also en route from Boston to Los Angeles, took over a second Boeing 767 and plunged it into the center's south tower at 9:03 a.m.

A third team of terrorists departing Washington's Dulles International Airport for Los Angeles on American Airlines Flight 77 commandeered the Boeing 757, flew back to Washington, and plowed the aircraft into the west side of the Pentagon at 9:45 a.m.

The fourth hijacking occurred aboard United Airlines Flight 93, while the Boeing 757 was on its way from Newark International Airport, New Jersey, to San Francisco. Investigators determined that several

passengers aboard Flight 93, notably Todd Beamer exclaiming "Let's Roll," had stormed the cockpit in a desperate, last-ditch attempt to reclaim control of the aircraft. The 757 plunged into a field in Somerset County, Pennsylvania, 80 miles southeast of Pittsburgh, at 10:10 a.m. Investigators believed the heroic efforts of several passengers aboard Flight 93 had prevented the terrorists from crashing the plane into either the White House or the United States Capitol Building.

Both towers of the 110-story World Trade Center, New York City's tallest building, were destroyed. The immense heat of the inferno on the towers' upper floors caused the buildings to cave in floor by floor. The south tower collapsed first at 9:59 a.m.; the north tower imploded at 10: 28 a.m. More than 3,050 people perished in the four attacks, including all 265 persons aboard

the four airliners. Never in a single day had so many people died from war or natural disaster on American soil.

Against the backdrop of these unprecedented events, General Charles T. Robertson, Jr., AMC commander, officially activated Headquarters AMC's Crisis Action Team and Crisis Support Staff at 12:00 p.m. Central Daylight Time.

After the September 11, 2001 attacks the United States military entered into a war against global terrorism. President Bush began the U.S. response in the War on Terrorism with the stroke of his pen, ordering the seizure of terrorists' financial assets to disrupt their fundraising network. Unlike most previous conflicts, this war is being fought on both domestic and foreign soil. Deployment of American troops to Southwest Asia and countries surrounding Afghanistan began in the days following the attacks.

Operation Enduring Freedom (OEF), the military response to 9/11, commenced on 7 October 2001. Early combat operations included a mix of air strikes from land-based B-1, B-2 and B-52 bombers; carrier-based F-14 and F/A-18 fighters; and Tomahawk cruise missiles launched from both U.S. and British ships and submarines.

AMC also entered the fray on 7 October, when two C-17s launched from Ramstein Air Base, Germany, and flew more the 6,500 miles round trip and airdropped approximately 35,000 humanitarian rations over eastern and northern Afghanistan. The two airdrops were the C-17's first combat missions, first combat airdrops, and first humanitarian airdrops of OEF. Multiple refuelings were necessary to accomplish the airdrops, which occurred only hours after American and allied forces bombed terrorist targets inside Afghanistan.

From 6 through 9 October, in an impressive demonstration of "Global Vigilance, Reach and Power," six B-2 Spirit bombers from the 509th Bomb Wing at Whiteman Air Force Base, Missouri, flew over the Pacific to targets in Afghanistan, dropped bombs, and recovered at Diego Garcia. A fleet of 21 tankers ensured that each B-2 received the required six air refuelings. All six B-2 missions were longer than 40 hours, and the longest mission exceeded 44 hours. According to Brigadier General Tony Przybyslawski, the 509th Bomb Wing commander, the 44-hour mission was the longest combat mission in history.

All in all, between 9/11 and the end of 2001, air mobility aircraft flew 1,757 airlift missions in support of OEF, America's war against terrorism outside the United States. C-17s and C-5s flew, respectively, 45 percent and 29 percent of the missions. Tanker aircraft played a critical role, too, by performing 953 air refueling missions. KC-135s flew 838 missions and KC-10s 115 missions.

During the same period, on behalf of *Operation Noble Eagle*, the US military operation for homeland defense in the continental United States, the Air Mobility Command completed 228 airlift missions. C-130s conducted 53 percent of the flights.

2002 - Wartime Footing; Business as Usual

Throughout 2002, while performing many war related taskings in support of the international war on terrorism, AMC also

carried on its "everyday" mission.

On 5 January a C-17 with the first planeload of building materials that US Navy Seabees would use to build a prison for incarcerating up to 2,000 Taliban and Al Qaeda detainees captured by American forces in Afghanistan, arrived at Naval Air Station Guantanamo Bay, Cuba. In the early weeks of 2002, 21 Charleston C-17 missions transported approximately 1.2 short tons of equipment and construction supplies to "Gitmo." On 10 January another C-17 departed Kandahar Airport, Afghanistan, with 20 heavily guarded Taliban and Al Qaeda prisoners on the first leg of a mission that would take the detainees to a hastily built detention facility. The C-17 stopped briefly at Incirlik Air Base, Turkey, where the prisoners were transferred to a C-141 for the nonstop, air refueled flight to Guantanamo. The C-141 arrived at Guantanamo with the detainees on 11 January.

The point that the war on terrorism was truly global in nature was driven home on 16 January when it was announced that the government of the Philippines had requested that US forces be deployed to the Republic of the Philippines to train, advise, and assist Filipino troops in combating the indigenous Abu Sayyaf terrorist group. By the end of September, AMC had flown 8 missions to transport nearly 1,600 troops and more than 3,000 short tons of cargo to the Filipino theater.

On 1 March, Brigadier General Teresa Marné Peterson became the first active-duty woman to lead a flying operational wing when she assumed command of the 305th Air Mobility Wing at McGuire Air Force Base, New Jersey.

On 14 May twelve C-17 Globemaster IIIs assigned to Charleston Air Force Base, South Carolina, launched shortly after daybreak to fly the largest C-17 formation in history. Aircrews assigned to the 437th Airlift Wing and 315th Airlift Wing (Reserve-Associate) flew the multi-ship formation over downtown Charleston, the Ashley River, and Charleston Air Force Base to train for their strategic brigade airdrop mission.

The first shipment of cargo to Afghanistan under the auspices of the Denton Amendment happened on 10 July when a C-5 departed Dover Air Force Base, Delaware, with 13,115 pounds of school supplies collected by children from 58 American schools, destined for Kabul, Afghanistan.

The Air Force and the Boeing Company signed a \$9.8 billion multiyear contract for the purchase of 60 additional C-17 Globemaster IIIs on 15 August 2002. Programmed for delivery to the Air Force through July 2008, the additional buy of 60 C-17s would bring the total purchase of Globemaster IIIs to 180 aircraft. By mid-August 2002, Boeing had delivered 89 of the 120 C-17s originally contracted. Since the C-17's maiden flight on 15 September 1991, C-17 crews had amassed more than 300,000 flying hours in support

of combat, humanitarian, and more routine airlift operations.

By the anniversary of 9/11 AMC aircraft had flown 4,864 airlift missions in support of OEF. Offloaded during the one-year period were 223,487 passengers and 304,801 short tons of cargo. C-17s and C-5s flew, respectively,

48 percent and 30 percent of the missions. Tanker aircraft played a critical role, too, by performing 2,936 air refueling missions. KC-135s flew 2,760 missions and KC-10s 176 missions.

On 1 October 2002 a new plan for wing organization, which had been devised by Air Force Chief of Staff General John P. Jumper to address the reality that the 21st-century Air Force was based primarily in the continental United States and required to deploy rapidly overseas, became effective. The plan, which featured an operations group, a medical group, a maintenance group, and a mission support group subordinate to the wing commander, was implemented in the active-duty Air Force, the Air Force Reserve Command, and the Air National Guard.

In late October the first KC-135 equipped with the Roll-on-Beyond Line of Sight Enhancement (ROBE) relayed a large quantity of tactical communications data from several F-15 fighters and an E-8C (Joint Stars) aircraft to an operations center at Hanscom Air Force Base, Massachusetts. The ROBE, carried on pallets aboard a KC-135 assigned to the 319th Air Refueling Wing at Grand Forks Air Force Base, North Dakota, and flying a test mission from Eglin Air Force Base, Florida, successfully demonstrated the ROBE's ability to serve as the relay platform of a war-fighting communications network.

A C-5 mission was launched from Travis Air Force Base, California, on 24 October, to commemorate the tenth anniversary date of a joint State Department and Physicians With Heart program for furnishing medical assistance to the people of Uzbekistan. The flight delivered 40 volunteer physicians, and medicines, pharmaceuticals, and medical supplies worth nearly \$10 million. to Tashkent International Airport, Uzbekistan.

From 14 through 18 December, Aircrews assigned to the 60th Air Mobility Wing and 349th Air Mobility Wing (Reserve-Associate) flew approximately 58 C-5 sorties to assist with typhoon relief efforts at Andersen Air Force Base, Guam. The base's electrical and water systems were badly damaged after Super Typhoon Pongsona struck the island on 8 December. The Federal Emergency Management Agency assembled the more than 1,200 short tons of relief cargo, which

included several generators used to restore power on the base.

The first C-5 Galaxy (tail number 85-0004) equipped with avionics modernization program equipment made its maiden flight on 21 December, two months ahead of schedule. Departing and recovering at Dobbins Air



More than 7,000 aerial refueling missions were flown during the first16 months of Operation Noble Eagle, the operation launched to protect America's homeland following 9/11. Here a KC-135 Stratotanker from Beale Air Force Base, Calif., prepares to gas up two F-16 Fighting Falcons above San Francisco's Golden Gate Bridge. The Air Force Reserve Command tanker and fighter fleets continue to fly regular training patrols as vital components of the operation, along with Air National Guard and active-duty aircraft and people. (U.S. Air Force photo by Master Sgt. Lance Cheung)

Force Base, Georgia, the 5.2-hour mission demonstrated the basic flying qualities of the new avionics and navigational system. The flight confirmed the basic airworthiness of the new avionics suite and collected critical flight data that would be used to develop additional capabilities in 2003. The C-5's modernized avionics system was the first phase of a \$13 billion program that would enable the C-5 fleet to continue operating safely and efficiently through 2040.

2003 - Disarm. Free and Defend

For the first time since the Persian Gulf war, General John W. Handy, commander of the Air Mobility Command, with Secretary of Defense Donald H. Rumsfeld's approval, activated Stage I of the Civil Reserve Air Fleet's long-range passenger segment, on 8 February 2003. The passenger fleet was activated to speed up deployment of American troops to the Persian Gulf region. This event foreshadowed an event that would happen in the coming weeks.

At 9:34 PM EST on 19 March 2003 (5:34 AM local time in Baghdad on March 20), United States and United Kingdom forces began conducting military operations against the state of Iraq designed to disarm Iraq of its weapons of mass destruction and to remove the Iraqi Regime from power. The initial operation, consisting of 40 cruise missiles and strikes led by 2 F-117s from the 8th Fighter Squadron (supported by Navy EA-6B Prowlers) and other aircraft began less than two hours after a deadline expired for

Saddam Hussein to leave Iraq. Shortly after the sound of air raid sirens were heard in Baghdad, President Bush addressed the American public stating that coalition forces were in the "early stages of military operations to disarm Iraq, to



Following the terrorist attacks of 9/11, America launched Operation Enduring Freedom to fight terrorism outside of the United States. Here a C-17 Globemaster III from Charleston Air Force Base, S.C., moves up the taxiway at Bagram Air Base, Afghanistan, as another begins its climb over the mountains surrounding this base. Airlift serves a vital role in ongoing operations in this land-locked country, bringing critical supplies and equipment to coalition forces supporting the on-going operation. (U.S. Air Force photo by Maj. Dave Honchul)

free its people and to defend the world from grave danger."

C-17 history was made on 26 March when nearly 1,000 "Sky Soldiers" of the 173d Airborne Brigade, based at Vicenza, Italy, parachuted from C-17 Globemaster IIIs into the Kurdish-controlled area of northern Iraq. The operation was the first combat insertion of paratroopers using C-17s. General Handy, AMC commander, called the event "a historic milestone in the evolution of the C-17." The aircraft and aircrews came from Charleston Air Force Base, South Carolina, and McChord Air Force Base, Washington, the two AMC bases having C-17s assigned.

In early April, C-17s configured for aeromedical evacuation brought home Army PFC Jessica Lynch, seven former US Army prisoners of war and nearly 50 other wounded soldiers back to CONUS from Ramstein Air Base, Germany.

On 21 April the last of 546 AMC KC-135 tanker aircraft completed the final PACER CRAG production configuration.

On 1 May, the same day President Bush declared major combat operations in Iraq to be over when speaking to about 5,000 crewmembers on the deck of the US Navy carrier USS Abraham Lincoln, it was announced that the mission of Combined Task Force Operation Northern Watch was ended. Since 1 January 1997, more than 100,000 American, British, Turkish, and French airmen had rotated through Incirlik Air Base, Turkey, to enforce United Nations Security Council resolutions north of the 36th parallel in Iraq. The last Nothern Watch mission was flown on 17 March 2003, before the beginning of Operation Iraqi Freedom.

Thirty-four aircrew members from Charleston Air Force Base, South Carolina, were awarded the Distinguished Flying Cross (DFC) for their service in Operation Enduring Freedom, on 17 June 2003. Eight of the

recipients earned the DFC during the first night of humanitarian relief operations in Afghanistan (7 October 2001), while the remaining men and women received the DFC for inserting Marine forces at the Rhino Landing Zone near Kandahar from 28 through 30 November 2001. The crews flying to the Rhino Landing Zone performed the deepest insertion of Marine forces into hostile territory in the history of the Marine Corps and accomplished three C-17 operational milestones as well: (1) the first C-17 combat landings on an unimproved dirt strip; (2) the first missions by C-17 special operations low-level aircrews under the threat of hostile action; and (3) the first-ever use of night vision goggles by C-17 aircrews when flying blacked-out

approaches and landings in hostile territory.

On 18 June, the air carriers belonging to the Civil Reserve Air Fleet (CRAF) were notified that the passenger aircraft called up to support OIF would be released.

A C-9A Nightingale (tail number 68-10959) assigned to the 375th Airlift Wing at Scott Air Force Base, Illinois, performed the wing's last scheduled aeromedical evacuation mission with C-9 aircraft on 11 August. All ten C-9As assigned to the 375th Airlift Wing would be retired by 1 October 2003 according to changes in the Air Force structure announced in late July.

In a ceremony, held on 1 October on the parade ground at Scott Air Force Base, Illinois, Eighteenth Air Force was reactivated to task and execute Air Mobility Command's global missions. Every AMC group and wing in the continental United States reported to Eighteenth Air Force, whose headquarters were at Scott Air Force Base. In simultaneous actions, AMC's two numbered air forces--Fifteenth Air Force at Travis Air Force Base, California, and Twenty-First Air Force at McGuire Air Force Base, New Jersey--were redesignated as Expeditionary Mobility Task Forces (EMTFs). The 15th EMTF and the 21st EMTF became AMC's lead agencies for conducting mobility operations worldwide, including airlift, air refueling, aeromedical evacuation, and base openings. Major General Paul W. Essex became the interim commander of Eighteenth Air Force until the President nominated and Congress confirmed a permanent commander in the grade of lieutenant general.

On 1 December 2003, Lieutenant General William Welser III assumed command of the

recently reactivated Eighteenth Air Force during a change of command ceremony at Scott Air Force Base, Illinois. As Eighteenth Air Force commander, General Welser led a force of more than 54,000 officers, airmen, and civilians assigned to 12 AMC wings, 3 AMC groups, the TACC and the 15th and 21st Expeditionary Mobility Task Forces. In his previous assignment, Welser had been Director of Operations at the United States Transportation Command. In August 2003, while awaiting Senate confirmation to three-star rank, he served as special assistant to General John W. Handy, commander of USTRANSCOM and Air Mobility Command.

On 9 December, a C-17 (tail number 98-0057), assigned to McChord Air Force Base, Washington, experienced a catastrophic failure of the No. 2 engine soon after departing Baghdad International Airport. The aircrew, commanded by Captain Paul Sonstein, returned to the airport and made an emergency landing. The 5-person aircrew and 15 passengers aboard the C-17 were not injured. Hostile action was responsible for the damage, but the ordnance used was not immediately known. On December 22, Vice President Dick Cheney pinned Air Medals on the total force aircrew at McChord Air Force Base, Washington, recognizing them for safely handling the incident.

The medal presentations, which also included a Bronze Star to a McChord pilot and Purple Hearts to two Fort Lewis soldiers, were part of a trip to McChord by the vice president to thank local airmen, soldiers and family members. Receiving the Air Medals were Capt. Paul Sonstein, Capt. Anne Lueck and 1st Lt. Andrew Oiland, all from McChord's host wing, the 62nd Airlift Wing; and Tech. Sgt. James Alexander and Staff Sgt. Eric Olson, both from McChord's Reserve associate wing, the 446th AW.

From the beginning of Operation Iraqi Freedom on 19 March 2003 through the end of calendar year 2003, aircraft operating in the AMC system flew 5,273 deployment missions to transport 365,211 passengers and 130,044 short tons of cargo to the United States Central Command's theater of operation. Contracted commercial airliners flew 32 percent of the missions to deploy 294,140 passengers and 13,337 short tons of cargo. C-5s flew 1,092 missions and C-17s 1,546 missions to transport, respectively, 45 percent and 39 percent of the cargo. During the same period, AMC organic aircraft and commercial aircraft contracted by the command flew 2,579 redeployment missions to airlift 165,276 passengers and 47,499 short tons of cargo.

Remarkably, this was all accomplished while AMC was continuing its support of Operation Enduring Freedom. From September 2001 through the end of 2003, OEF, which had been waged principally against Taliban and Al Qaeda Muslim extremists based in

Afghanistan, had seen aircraft in the AMC system fly 7,225 OEF deployment missions to transport 188,893 passengers and 217,379 short tons of cargo to locations in the United States Central Command's area of responsibility. C-17s flew 51 percent of the deployment missions and C-5s 25 percent of the missions. During the same period, AMC organic aircraft and commercial aircraft contracted by the command flew 3,147 redeployment missions to transport 97,102 passengers and 67,576 short tons of cargo.

2004 - Contuning Threat, Continuing Excellence

At 6:20 a.m. Baghdad time, on the morning of 8 January 2004, the treacherous nature of flying into the airport was clearly demonstrated when hostile action from the ground destroyed the No. 4 engine of a Travis C-5 shortly after takeoff. Because of key training and preparedness, all 11 crewmembers, 52 passengers and the aircraft made it safely back to the ground.

The attack on the C-5, and the cool-headed reponse of its aircrew, clearly demonstrates that AMC, and AMC personnel, will continue to face hostile threats, and will continue to meet the challenges it faces.

During the first half of 2004, as AMC's 12th Anniversary approached, there were many examples of the command's continuing committment to excellence.

On 26 January AMC announced that the lone mobility unit in the Atlantic serving passengers, handling cargo and helping get iron to the fight for the Defense Department, the 729th Air Mobility Squadron at Lajes Field, Azores, was the winner of the 2003 Small Terminal Unit of the Year award. The units 65 airmen and civilian personnel processed better than 43,000 passengers and 4,400 tons of cargo on nearly 3,000 missions. The unit also helped move 553 tons of cargo and 1,462 passengers during Operation Enduring Freedom. The unit also served as "AMC ambassadors to nine NATO countries." It unloaded and loaded 32 pallets, serviced 266 missions and provided support to six wide-body aircraft, according to the nomination package. Amazingly, all this was accomplished as the squadron ran its terminal operations out of a temporary location.

On 28 January medical personnel and C-130 aircrew members deployed to Southwest Asia, ferried an injured Turkish national from Afghanistan to an undisclosed location, performed a tail-to-tail transfer of the patient to another C-130 which airlifted the patient to Baghdad.

At a "town hall" style commander's call at Scott Air Force Base, Illinois, in February, AMC commander, General John W. Handy, highlighted the success of the command, talking about his pride in the men and women of the command for their part in the rotation of forces for Operations Iraqi Freedom and Enduring Freedom.

As transportation box scores go, the AMC team has logged some staggering numbers. AMC has moved almost 3 million short tons of cargo to Afghanistan or Iraq, and more than 1.1 million people through the theater of operations.

"Who in the world can do that? Who can...synchronize all those moving parts? You are the only people on the planet who are capable of doing the things we do as a team," said General Handy. General Handy then asked, "Does anyone here have an idea of what 3 million tons of cargo looks like? It's almost like standing here and asking how many stars are there in the universe."

General Handy said that more important than the numbers is that people have come to rely on America's air mobility team. He recounted a conversation with General Myers and President Bush in which both leaders expressed their confidence in the quality of people in the command and their ability to cope with the logistics involved in the troop rotation.

On 5 March, General Handy formally recognized the outstanding efforts of the Travis

aircrew which safely landed a C-5 Galaxy aircraft after its No. 4 engine was struck by hostile fire upon departure from Baghdad International Airport in January – the first hostile fire incident involving a Travis aircraft and the second for the command in that area of operations.

"There are truly no words one can express about what a great honor it is to stand on the same stage with crew members as incredible as these certainly are," General Handy said.

As citations were read, the general presented Air Medals for meritorious achievement to Capt. Zach Zeiner, instructor pilot; Capt. Steve Radtke, pilot; Master Sgt. Geoffrey Miller, flight engineer; and Tech. Sgt. Eric Troutt, instructor flight engineer.

He presented Commendation Medals for outstanding achieve-

ment to Capt. Jeff Krulick, pilot; Tech. Sgt. Marcus Rettig, flight engineer; Tech. Sgt. Reginald Bazemore, instructor loadmaster; Staff Sgt. Jeff Stanhope, loadmaster; Senior Airman John Cooper, loadmaster; and Airman Mohammed Seidu, loadmaster.

The general told the crowd, "There's no place in the world I'd rather be today than right here, with this crew, and each one of you, to tell you how proud I am of what they did on that incredible day in Baghdad."

In March it was announced that an exemplary flight safety record in fiscal year 2003 earned Air Mobility Command its first back-to-back Order of Daedalians' Maj. Gen. Benjamin D. Foulois Memorial Award. The Foulois

Award is given annually to the Air Force major command that achieved the best flying safety record, and is determined by the Air Force chief of staff. In a letter to Gen. Handy, Air Force Chief of Staff Gen. John P. Jumper said, "This award is a testament to the hard work and excellence shown by the people in AMC," said General Handy. "Without their dedication to safety, this would have never been possible." General Handy also said that winning the award two years in a row demonstrates that the people of this command, not just the aircrews, but the maintainers and all the support personnel on the ground, are committed to the mission for the long haul.

On 25 March, one year after they led the biggest combat airdrop since Operation Just Cause in Panama in December 1989, it was announced that the aircrew members for Vijay 10, the lead C-17 Globemaster III on the March 26, 2003, airdrop over Northern Iraq were the winners of the National Aeronautic Association's Clarence Mackay Trophy for 2003. Lt. Col. Shane Hershman, 7th Airlift Squadron; Maj. Bob Colvin, 8th AS; 1st Lt.



On 19 March 2003 US and UK forces began conducting military operations against the state of Iraq designed to remove the Iraqi Regime from power. The entire Air Mobility Total Force Team continues to sustain the operation. Here a Georgia Air National Guard C-130 Hercules is loaded by U.S. Air Force and Estonian cargo movement specialists at Tallil Air Base, Iraq. (U.S. Air Force photo by Tech. Sgt. Bob Oldham)

Matt Clausen, 4th AS; Master Sgt. Shawn Brumfield, 62nd Operations Group; and Master Sgt. Chris Dockery, 7th AS, will receive the Mackay Trophy at the association's Fall Awards Banquet later in the year.

Into the Future

Judging by how well Air Mobility Command, its gained organizations and specifically, the professional men and women involved, handled the humanitarian, geo-political and warfighting situations presented during AMC's first auspicious 12 years, history will surely record that the second half of 2004 was the beginning of – another 12 years of excellence.

CLOSE-UP

Once again its my pleasure to welcome another new corporate member to the Association. LaBarge, Inc. is a recognized leader in the electronics manufacturing services industry. The company builds high-reliability electronic equipment and interconnect systems for diverse customers in varied end markets, including defense, aerospace, industrial, government systems, oil and gas, and mining. You'll be able to meet them and find out more about their products and services at this year's convention.

This year we'll be at the Adams Mark Hotel in Dallas. Exhibitor's packages have been emailed to all of our exhibitors from last year and the information is now available on the Association web site, www.atalink.org. It seems that each convention is better than the last, and we expect this year to be no exception. We're expecting excellent speakers again this year and we have more exhibit floor space than ever before. The final program won't be available until the convention, but a copy of last year's is available on the web site. The format for this year is expected to be very similar. If you have any questions about corporate membership or exhibiting at the convention, please give me a call or drop me an e-mail.

I look forward to seeing you all at the Adams Mark in October.

Cheers, Ed Wiesner, VP Industry Affairs

Airlift/Tanker Association Corporate Members as of 30 January 2004

AAI Engineering Support
AAR Mobility Systems
AIRGO Industries
ARINC
Armed Services Mutual Benefit Association
BAE North America
Bell Helicopter Textron
Boeing Company (The)
Booz Allen Hamilton
Bose Corporation
CAE
Computer Sciences Corporation
DynCorp
EADS CASA
Engineered Support Systems, Inc (SEI)
Evans & Sutherland Computer Corp.
Federal Express Corporation
Federated Software Group
FlightSafety International
FMC
GE Aircraft Engines
Gulfstream Aerospace Corporation
Hamilton Sunstrand
Honeywell International, DAS
Kellstrom Certified
LaBarge, Inc.
L-3 communications
Lockheed Martin Corporation
Metric Systems Corporation
Northrop Grumman
Parker Hannifin
Phantom Products, Inc.
Pratt & Whitney, Large Military Engines
Raytheon EW Systems
Rockwell
Rolls-Royce North America
SAIC
Sierra Research
Smiths Industries Aerospace
SPEC
Standard Aero
Support Systems Associates, Inc.
Telephonics Corporation
Thales Training & Simulation
Volga Dnepr Unique Air Cargo
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Corporate Member Spotlight: Support Systems Associates, Inc.

Due to dramatic shifts in world-wide geo-political situations and dangerous global terrorism, the Air Force mission, and especially its mobility mission, must rapidly change and evolve to meet new challenges and new threats. One key to addressing these needs, and ultimately mission success, is the exploitation of new technology.

Support Systems Associates, Inc. (SSAI) is a small business that has successfully applied its engineering and technical expertise to the mission requirements of the Airlift/Tanker community.

The company's core capabilities are systems engineering, engineering design, aircraft modification and the development of technical data. Flexible, innovative and rapid response to customer requirements has been the key to their success.

SSAI operates from modern headquarters in Melbourne, Florida, and has seven fully-staffed offices and five smaller sites across the United States employing over 350 people featuring a diverse mix of national, ethnic, and racial origins. SSAI considers these men and women its most valuable assets. They are the reasons SSAI has the opportunity to support such current customers as:

- U. S. Special Operations Forces
- Air Force Air Logistic Centers
- Naval Aviation
- Naval Air Systems Command
- Naval Air Warfare Center
- Lockheed Martin
- The Boeing Company
- Bell Helicopter

SSAI has managed the growth of its capabilities in consonance with emerging technologies and, above all, to ensure quality of services

and customer satisfaction. A recognized pioneer in Automatic Test Technology, SSAI has positioned itself at the leading edge of a variety of other technological services encompassing:

- Program Management
- Systems Acquisition
- Systems Engineering
- ATE/TPS Design, Development, & Support
- Computer Resource/System Management
- Test Technology Development
- Integrated Logistics Support
- Hardware/Software Design
- Process Redesign and Modeling
- Process Simulation
- Management Information Systems

The SSAI Warner Robins, Georgia, office has performed engineering and technical data tasks for C-130, C-141, JSTARS, F-15 and KC-135 aircraft. SSAI also has a long history of work with the Special Operations Forces (SOF) System Program Office (SPO) that has focused on complex modification programs and Reliability and Maintainability (R&M) improvements for the AC-130H and MC-130E/H/P aircraft.

Since 1988, SSAI has been involved in every major modification to the Spectre Gunship, including the SOF Improvements program that took the AC-130H from an analog to a digital avionics world, the addition of the ALQ-172 jamming subsystem and multiple software Block Cycle upgrades. Other SSAI Gunship work includes the design and installation of the Night Vision Imaging

Support Systems Associates, Inc. (SSAI) is a privately owned, nationwide firm specializing in engineering and logistics services to the Government and industry. Founded in 1969, SSAI has experienced stable, controlled growth from its start to its current status as a leader in its field.

One of SSAI's capabilities is the development of flight based software applications to increase aircrew situational awareness. The Digital Mapping Interface System (DMIS) provides aircraft and sensor sightline position information via symbology overlaid on a digital moving map. Also included are slant range and DTED based target elevation.

> System (NVIS) – compatible cockpit lighting to improve nighttime mission capabilities. The successful Gunship engineering support provided by SSAI has led to similar work on the MC-130E/H/P fleets.

SSAI is now supporting WR-ALC in technical support for new installations of the complex High Power Fiber Optic Towed Decoy (HPFOTD) and Directed Infrared Countermeasures (DIRCM) systems on the

The C-130 SPO has also recognized that this small, responsive company has the full range of technical resources needed to support major modification programs as well as smaller, but no less important, upgrades to C-130 fleet capabilities.

SSAI is the primary engineering services contractor supporting the C-130 SPO on the C-130 Avionics Modernization Program (AMP) that will bring all Air Force C-130s into the digital avionics era. They work hand-in-hand with WR-ALC, ASC/GRB and Boeing to plan the AMP modification, resolve technical issues and ensure an effective and sustainable C-130 fleet wide modification.

SSAI also applied specialized NVIS engineering capabilities to support smaller programs such as the HC-130P/N NVIS Compatible Aircraft Lighting (NCALS) modification and other WR-ALC/LB NVIS and C-130 avionics modification programs.

SSAI is a prime contractor on the following contract vehicles: Aircraft Systems

> Engineering Support (ASES), Flexible Acquisition and Sustainment Tool (FAST), and SOF Support Services Contract II (SSSCII). SSAI has also been awarded a GSA Information Technology contract and a GSA Professional Engineering contract.

> addition to engineering SSAI's company support. capabilities include Technical Order (TO) production, engineering drawings, and logistics analysis that complement their engineering expertise and allow them to provide complete modification and sustainment solutions. For example, SSAI's TO production hit over 6000 pages per month last year in support of the SOF and C-130 SPO's technical data efforts. They produced and delivered multiple Level III Technical Data Packages using the latest AutoCAD and

Mechanical Desktop drafting tools. For the C-141, SSAI logisticians reviewed over 170,000 avionics piece parts, analyzed obsolescence issues and provided over 60,000 recommendations for sustainable

substitute parts.

Many of the SSAI technical and management staff are retired Air Force officers, enlisted personnel and former civil servants. Their experience and dedication to the Air Force mission are evident in the high quality of support that they provide to those of us that are still uniform. This small business is proud of their contribution to America's military capability.

White Laper

TANKER AIRLIFT CONTROL ELEMENTS (TALCEs): THE ULTIMATE IN AGILE COMBAT SUPPORT

by Lt Col Phil Bossert, USAF, Air War College The Logistics of Waging War (26 March 2003)

This article was completed prior to Operation IRAQI FREEDOM, although the lessons remain relevant even with the exceptional performance of the TALCEs in Iraqi. In addition, please note that AMC is currently considering evolving stateside AMOGs into CRGs, but no decision has been made as this issue went to publication.

"Streamlined infrastructure, time-definite delivery, total asset visibility, and a reduced mobility footprint are the four overarching planks of agile combat support. They're all focused on being able to 'get out of Dodge' rapidly with resupply and sustainment starting as the force is ready to engage."

-Lt Gen William P. Hallin, USAF

In December 2001, the 821st Air Mobility Squadron (AMS), one of five squadrons that comprise the 621st Air Mobility Operations Group (AMOG) at McGuire AFB, NJ, led two Tanker Airlift Control Elements (TALCEs) into Bagram Air Base and Kandahar Airfield, Afghanistan. By the following April, all 225 airmen and officers—active duty, guard, and reserve--who were from all five AMOG squadrons, team McGuire, and other bases, had returned safely, their missions

completed. This paper discusses what TALCEs are, how they are the ultimate in agile combat support, recent deployments to Afghanistan, and lessons "relearned" from these deployments.

TALCEs defined

The term "TALCE" was created in 1994 when the AMOGs were established by General Ronald Fogleman, then CINCTRANS and Commander of Air Mobility Command (AMC).² The creation of the AMOGs consolidated the TALCEs, formerly known as Airlift Control Elements (ALCEs), into two centralized locations. ALCEs had been in existence for years, and during the Vietnam

War, numerous ALCEs were deployed throughout Southeast Asia.³ The basic organization and concept of operations of today's TALCEs began to take shape just after Vietnam, when the C-130s were sent to Military Airlift Command (MAC) in 1975.⁴ These ALCEs were tasked to support airlift at locations where support was either very limited or nonexistent. The ALCEs would also train users from all four services on how to get the most out of the airlift system during peace and war.

The two TALCE "hubs" today include the 621st AMOG at McGuire AFB in New Jersey, and the 615th AMOG at Travis AFB in California. The AMOGs are keys to expanding the fixed en route air mobility system and in establishing air mobility operations where little or no support exists. The mission of the TALCEs is to establish air mobility operations in all types of environments, from modern airports to the most austere combat zones. They provide three basic functions: command and control, aerial port, and aircraft maintenance, but additional functions can be added as needed including security forces, medical, finance and contracting, public affairs, translators, and many others. Most TALCEs have a twelve hour response time,

which means once they get a deployment order, they must begin loading onto aircraft just twelve hours later.

A good way to picture a TALCE is this: about a hundred airmen, normally led by a senior captain or field grade officer, that deploys to set up a miniature and temporary McGuire, Dover, McChord, McConnell, or other air mobility base anywhere in the world. The AMOGs are a key part of TRANSCOM's "first strike" capability; once an airfield is secured,

the TALCEs are normally the second team in, and only four hours after their arrival they can begin receiving aircraft. An October 2001 article in the New York Times described the TALCEs as "the special forces of logistics," and the nickname of the 621st AMOG—"The Devil Raiders"-summarizes that description very accurately.⁷

Airlift planners sometime forget the amount of lift required for a TALCE. A good rule of thumb is this: for a maximum on the ground (MOG) of four C-17s, twenty-four hours a day, seven days a week in a bare base, medium threat environment, planners should use a one hundred person TALCE to be deployed on five C-17s. This

TALCE is completely self-contained and carries DRASH tents with environmental control units (ECUs), MREs and water for five days, generators, the famous Mobility Air Reporting Communications (MARC) system, ammunition and other firepower, various types of material handling equipment (MHE), at least two pickup trucks, and several conexes and pallets full of additional equipment.

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Importance of TALCEs to Agile Combat Support

The quote by Lt Gen Hallin at the beginning of this paper describes almost completely what the TALCEs do, except with one addition: they also allow forces to enter "Dodge." But how are TALCEs the ultimate in agile combat support? The answer is in their ability to rapidly deploy worldwide, set up operations just hours after arrival, and then working 24/7 to offload personnel, equipment, firepower, supplies, and anything else that can fit inside an aircraft.

The essential role of the ALCE/TALCE concept has been successfully proven scores of times in just the last thirty years. Some examples include Operation NICKLE GRASS in 1973 when the first scheduled airlift mission to Israel carried an ALCE, DESERT SHIELD when the

first American aircraft to land in Saudi Arabia carried an ALCE from McGuire, and in 1994 in Rwanda when one of the first units to arrive in Mombasa, Kenya, was a TALCE.⁸ ALCEs/TALCEs were also used in Somalia, Haiti, the Balkans, and during many disaster assistance operations. The TALCE concept seems tailor made to support today's Expeditionary Aerospace Force (EAF).

Air Expeditionary Forces (AEF) are required to deploy and place

"bombs on target" just 48-hours after receiving an execution order. However, current logistics processes are unable to support this aggressive timeline, and a recent RAND study suggested that global infrastructure preparation is "a central function of planning

Mobility is clearly a key to readiness and helps make the TALCEs an impressive example of agile combat support.

expeditionary support."10 This study recommended prepositioning support as far forward as possible to greatly help in meeting this timeline, and discussed the need to field numerous Forward Operating Locations (FOLs) to "provide a range of employment time lines for operational use."11 Ironically, this study never mentioned anything about TALCEs which operate at FOLs and are a key to rapid global mobility. The TALCEs are especially invaluable today because of the few fixed bases throughout the world the U.S. maintains. In 1989, the Air Force had twenty-five major bases and four hundred smaller installations overseas; today it has just six major bases and seventyeight smaller installations. 12 In addition, many contingencies in the last ten years have been to countries where none of these bases and installations exist, requiring the unique capabilities of the TALCEs even more. Deployments during Operation ENDURING FREEDOM were yet another example of the TALCEs establishing FOLs in austere, medium-threat environments.

First Deployment: Back to the Gulf

Just seven days after the 9/11 attacks, the 621st AMOG deployed three TALCEs and an Air Mobility Division (AMD) to four countries in the Persian Gulf. Most of the TALCE deployments to the Gulf lasted seven weeks and were instrumental in allowing the bombing of terrorist targets in Afghanistan to begin less than a month after 9/11.

Second Deployment: into Afghanistan

The 821st AMS led TALCE deployments into Bagram Air Base and Kandahar Airfield in late December 2002. Although designed to be deployed for 30-60 days, these TALCEs were in place for almost 100 days until replaced by Air Expeditionary Groups (AEGs) which remain today. These TALCEs performed their missions effectively, safely, and professionally, while bringing home everyone they deployed with. Operations at Bagram and Kandahar were examples of seamless joint, multinational, interagency, and total force operations. Everyone worked well at the tactical level, and a key reason was that the TALCEs constantly talked to their users, established liaisons with their major users, and were very customer oriented and professional. A lot has been written over the years about joint and multinational operations, and this all comes down to making the effort to talk to one's counterparts, no matter what service or country they might belong to.

Lessons "Re-learned"

The TALCEs in Afghanistan operated in the highest threat environment any TALCE had deployed to at that time since the Vietnam War. Although their performance was remarkable for what they allowed to be airlifted in, these deployments were not perfect, and several lessons were learned. General Walter Kross, former commander of TRANSCOM and AMC, used to refer to lessons learned as lessons "re-learned," and that term is easily applied to the TALCE experiences in Afghanistan. Key lessons re-learned include the importance of training as you will employ, maintaining high mobility

readiness, the need to reorganize the TALCE reserve components, the need to more effectively market TALCE capabilities, and the urgent requirement for HQ AMC to better support the TALCEs.¹³

Training

Training as one will employ is essential. There were three reasons for the success of the 621st AMOG in Afghanistan: their

annual participation in the Joint Readiness Training Center (JRTC) exercise held at Ft. Polk, LA, annual Air Base Ground Defense (ABGD) field exercises conducted at Ft. Dix, and in-garrison training required for rapid deployment into an austere, medium-threat

environment. This training philosophy allowed the TALCEs to be very mobile, another lesson re-learned from these deployments.

Every two years US Army infantry brigades are certified combat ready by successfully completing JRTC, and TALCEs almost always participate. Coincidently, at Bagram the TALCE worked with the 10th Mountain Division, the same division that it had worked a JRTC with the previous April, and at Kandahar a member of the Canadian TALCE recognized the 821st TALCE and said, "I remember you guys from JRTC!" He also remembered how at JRTC the 821st had bought his team a case of Samuel Adams for the superb work they had done. At Kandahar that teamwork continued, seamlessly and professionally.

ABGD involves two days in the classroom where every page of the Airmen's Manual is reviewed, and then the participants are deployed as a TALCE into a simulated combat environment for four days and three nights. This is expertly conducted by the 621st AMOG force protection flight, and numerous scenarios are used. As it turned out, this training was much more demanding than what was experienced at Bagram and Kandahar, and directly contributed to the TALCEs experiencing no fatalities. In addition, the 621st AMOG had created its own night vision goggle (NVG) MHE training course that was essential for its operations in Afghanistan, but one that HQ AMC did not know the TALCEs had. This allowed the TALCEs at both Bagram and Kandahar to conduct continuous night operations which was essential to their missions, especially during the first month in country.¹⁴

Another essential aspect of AMOG training was monthly training sessions that took one hour and consisted of guest speakers who were subject matter experts. Termed Air Mobility In-House Exercises (AMEXes), they were created from the 821st AMS' innovative idea program. The first AMEX involved casualty notification and assistance and was conducted eighteen months before the TALCEs deployed to Afghanistan. The casualty notification officer from McGuire and the squadron chaplain both participated and led discussions including the composition of the notifying party, the duties of a family liaison officer, and how to plan and conduct a memorial service. No other squadrons at McGuire at that time had done this training in order to be ready for the unthinkable. Fortunately, the 821st never had to use that training. Other AMEXes included finance and contracting, public health, media training (which came in handy more than ever imagined), Explosive Ordinance Disposal (EOD), force protection, family support, legal, and many others.

Mobility

Another key lesson re-learned was the importance of mobility. Mobility is clearly a key to readiness and helps make the TALCEs an impressive example of agile combat support. The AMOGs are required to have a twelve hour response time and often are depended upon to deploy this quickly. On every deployment, whether planned or short notice, there are inevitable little snags, but two techniques minimized these snags greatly: requiring all personnel returning from a deployment to complete a reconstitution checklist to ensure they were prepared to deploy again immediately, and maintaining all

AMOG equipment in a large deployment facility and dividing that equipment into alert packages for rapid deployment. One of General Jumper's concerns is getting the entire USAF into an EAF mindset. A good way to do this is to put a lot more people on mobility status and then conducting mobility exercises.

Reserve and Guard TALCEs

A third important lesson re-learned was the need to reorganize the Air Reserve Component (ARC) TALCEs. As the TALCEs transitioned to AEGs at both Bagram and Kandahar, many of the AEG personnel were from the guard and reserve. Overall they did an excellent job, and they were often indistinguishable from their active duty counterparts. However, the back-to-back deployments the active duty TALCEs experienced to the Persian Gulf and then Afghanistan were demanding, and clearly the ARC TALCEs could have provided some relief.

Two-thirds of the USAF TALCE capability is in the ARC, but only a small percentage was mobilized for Operation ENDURING

FREEDOM¹⁵. However, these TALCE equivalents are simply command and control (C2) portion; aerial port and maintenance come from other ARC units. From September 2001 until April of 2002, the 621st AMOG TALCEs deployed nearly continuously, and many wondered why the ARC TALCEs weren't being utilized much more. A reason is because the ARC TALCEs are not organized to deploy as quickly as traditional TALCEs. With over

72% of the aerial porters, 54% of all maintainers, and 67% of the command and control, the ARC could be much more effective in the TALCE world only if they were reorganized as traditional TALCEs. ¹⁶ Perhaps their lack of participation in ENDURING FREEDOM despite their tremendous capabilities and well trained and well led personnel will finally force HQ AMC to consider this proposed reorganization.

To be more effective, the ARC TALCEs should be reorganized as complete TALCEs similar to their active duty counterparts with C2, aerial port, and maintenance all in one unit. If this is done, the ARC TALCEs may be used for more than simply augmenting command posts, as stage managers, and as individual replacements for active duty TALCEs.

Marketing

A fourth lesson re-learned from OEF was the need to better market TALCE capabilities. Many people still don't know what the TALCE community does, including some officers in AMC and our many users. The TALCEs in Afghanistan briefed more than one Army 0-6 in the 10th Mountain Division and 101st--some of the most mobile divisions in the US Army--on what TALCEs are, because they didn't know before they worked with the TALCEs. With the enormous emphasis that the Army Chief of Staff, General Eric Shinseki, has placed on making the Army more agile and mobile, this was hard to believe!

Clearly, when one's customers don't know your mission, much less your own command, how can you get support to do your job effectively? You can't, as shown by the lackluster support of the AMOGs since they were created by General Fogleman in 1994. We have continued to be starved of adequate personnel, especially rated personnel, and funding along with modern equipment—especially the latest communications equipment—but above all, respect.¹⁷ To correct this "marketing" problem, HQ AMC must re-look the affiliation program which heavily involves the AMOGs. The affiliation program teaches thousands of students a year from all four services on how users can get the most out of the air mobility system.

Also, it should be a requirement that all newly selected flag officers from all the services visit an AMOG and see what we do. It would be to their self interest, because the success of a deployment they might lead someday could depend on their knowledge of the TALCEs.

Another effective way to market TALCE capability is through public affairs. The TALCE at Bagram was the only TALCE that had requested a public affairs officer during any recent deployment, and he was essential in interfacing with the media. He got the TALCE lots of great press that it would not have gotten without him, including stories in the L.A. Times, Fox News, CNN, and Air Force Times. This helped get the word out about what TALCEs are and their essential role in agile combat support.

Better Support Needed From AMC

...while every deployment offers many

re-learned lessons, the TALCEs at Bagram

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despite enormous challenges and proved

once again that they are the ultimate in

agile combat support.

The final lesson re-learned is perhaps the most important one—HQ AMC must support the TALCEs better. Eighteen months before they deployed into Afghanistan, a senior officer at AMC made a comment at a transportation conference to the effect that "he

didn't know exactly what the AMOGs do, but we need those aerial porters and maintainers back on the flight lines." This comment is a perfect example of someone being "military history challenged," because hundreds of years of western military experience clearly show that units that train effectively in peacetime will perform much better in wartime than those units that are "thrown together" at the last minute. In his book

at the last minute. In his book Citizen Soldiers, Stephen Ambrose describes how individual replacements were sent to U.S. units in Western Europe during WWII, and how they often didn't survive the first few days at the front. The same goes for TALCEs—you can not patch together command and control from one base, aerial port from another, and maintenance from a third and hope to have an effective TALCE hours later, especially in a combat zone.

The efficiency and effectiveness of the entire air mobility system would improve if more action officers and their division chiefs were on mobility status and deployed into the system to see first hand the product of their labors and the conditions of their counterparts on the front lines. If HQ AMC personnel spent a day sleeping in one of the TALCE's oven-like temper tents at Kandhar, environmental control units (ECUs) would have arrived much faster. The technicians at HQ AMC would be amazed to see the end result of hundreds of millions of dollars in information technology funding since the Gulf War, especially when AMC would call the TALCE at Kandahar on a DSN line to get departure times. The TALCE response was usually, "Why don't you get this from the Air Mobility Division?" And their response was normally, "Their phones are always busy!"

Conclusion

General Fogleman has said that the half-life of information is tied directly to the average duration of a single assignment, and for most military people that turns out to be three years. The importance of training, mobility, the need to reorganize the ARC TALCEs, better marketing of TALCE capability, and garnering stronger support from HQ AMC were all lessons re-learned from ENDURING FREEDOM. But while every deployment offers many re-learned lessons, the TALCEs at Bagram and Kandahar continued the uninterrupted AMC tradition of accomplishing the mission despite enormous challenges and proved once again that they are the ultimate in agile combat support. Their quiet but enormous contribution to agile combat support was aptly summarized by General Gregory Martin, the Commander of U.S. Air

Forces Europe, when he said, "Those logistic professionals, they are like the linemen of a football team. They get no recognition, they get no appreciation. But we cannot move without them."²⁰

Endnotes

- ¹ Quotes for the Air Force Logistician (Maxwell AFB, Gunter Annex: Air Force Logistics Management Agency, 2001), 121.
- ² Briefing, 615th/621st Air Mobility Operations Groups (AMOGs), subject: AMOG Vision: In Support of Global Reach 2000, 25 January 2001.
- 3 "Part I: It's Elementary: The ALCE/TALCE Concept at Work," Airlift/Tanker Quarterly, Summer 2002, 7.
 - ⁴ Ibid, 7.
- ⁵ Air Mobility Master Plan (Scott Air Force Base, IL: HQ Air Mobility Command, Oct 1996), 2-8.
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- $^7\,\rm Eric$ Schmitt and James Dao, "Busy Skies Over Asia Controlled From U.S.," New York Times, October 14, 2001, B4.
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- ⁹ Lionel Galway, Robert Tripp, C. Fair, Timothy Ramey, John Drew, "A Global Infrastructure to Support EAF," Expeditionary Logistics 2000: Issues and Strategy for the New Millennium," Air Force Logistics Management Agency, July 2000, 13.
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- $^{13}\,\rm Lt$ Col Philip A. Bossert, Jr., "821st AMS Lessons Learned: Operations NOBLE EAGLE and ENDURING FREEDOM," 24 October 1991.
- 14 Author's personal experiences at Bagram and Kandahar, Afghanistan, 29 Dec 2001-15 April 2003.
 - ¹⁵ 22nd Air Force/DOOA, Robbins AFB, GA. 18 Jan 2002.
 - 16Ibid.
- ¹⁷ Lt Col Philip A. Bossert, Jr., "821st AMS Lessons Learned: Operations NOBLE EAGLE and ENDURING FREEDOM," 24 October 1991; Schmitt and Dao, B4.
 - ¹⁸ Stephen E. Ambrose, Citizen Soldiers (New York: Simon & Schuster, 1997), 286.
- ¹⁹ General Ronald R. Fogleman, "National Security and the Defense Transportation System 2010: Hot Spots and Military Responses," speech presented to the St. Louis Committee on Foreign Relations, 2 May 1994, HQ AMC, Scott AFB, IL, 16.

²⁰Schmitt, B4.

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Colonel Phil Bossert is a long-time member of the Airlift/Tanker Association and a frequent contributor to Airlift/Tanker Quarterly. He was recently promoted to 0-6 and will be taking command of the USAFE/AMOCC this summer.



by Dr. James G. Roche Secretary of the Air Force

Throughout [the week following his death], Americans and people from around the world celebrated the memory and recognized the achievements of our former commander-in-chief, President Ronald Reagan. He became the president of the United States at a very critical juncture in our national consciousness. President Reagan will always be remembered for leading the charge to significantly reduce nuclear weapons and ending the Cold War with the dissolution of communism throughout eastern Europe and the former Soviet socialist republics.

We witnessed a strong outpouring of remembrance from the world, our nation, and the men and women of the United States military. Air Force Chief of Staff Gen. John P. Jumper and I are proud of all our Airmen for their impressive tribute to President Reagan.

We're especially grateful to the Airmen who directly participated as part of the funeral cortege. Air Force color guards, honor guards, guards of honor, cordon escorts and pallbearers always displayed a quiet, proud professionalism. The 89th Airlift Wing, the 11th Wing, the United States Air Force Band, the Singing Sergeants, and cadets from the Air Force Academy all played key roles throughout the events, as did our F-15E aircrews and maintainers who provided the fly-over during the processional. The United States Air Force Band of the Golden West performed a stirring musical tribute at the burial, and there were many more airmen behind the scenes who also shined and represented the Air Force and our great nation with professionalism and dignity.

The United States Air Force proudly gave its final salute to the "great communicator," who was truly a "great leader." Thank you for your service...Well done.





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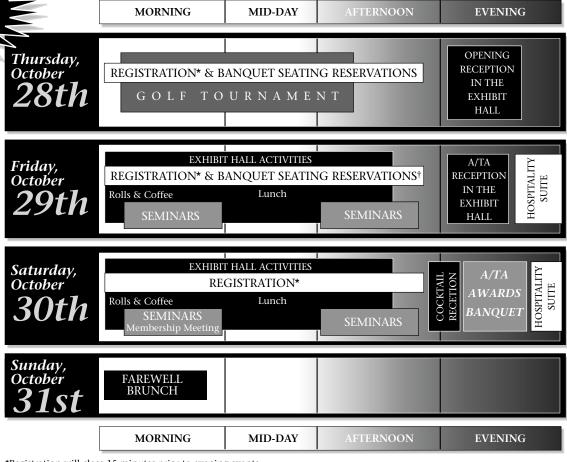
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We know that the instructions for the registration form have become quite lengthy. But this is to allow the maximum flexibility for you. Without the complexity, cancellation and refund opportunities would be impossible. There are limits to the flexibility however. When Bud and Pam move to the convention site (approx 21 Oct), so moves the A/TA "headquarters office." That means a fax to the Virginia office after they have departed for the convention won't be received until their return from the convention. Don't do it. The A/TA office phone, (703) 385-2802 will be forwarded to Bud's cell phone. If that doesn't work, call the hotel and track them down. Nevertheless, every year, we have soulful requests for exceptions to our rules on refunds: Please understand—we don't grant them. Ever. No duty or family emergency releases you from your responsibility to cancel or from the cancellation fee.

Overview:

- The first thing you should do is check your membership status on the magazine label or at www.budtraynor.com. (You will need to enter your SSN.) Membership should be current at least through November 04.
- Next, RE-ACTIVATE YOUR CARD before registering! Government cards get turned off for no apparent reason. Please call them.
- Then read all the instructions below, especially the cancellation instructions.
- Visit the website <u>www.atalink.org</u> to register (secure) and pay dues ON THE SAME FORM (using separate cards if desired), or copy and send the form in this issue (page 28).

Frequent Answers:

- The member rate is a member benefit. To register at the member rate, your membership must be current through November. The membership fee is non-refundable even if you subsequently don't attend FOR ANY REASON.
- While our convention fees are extremely low, please bear in mind that partial registration is an attempt to accommodate those individuals who cannot attend the entire convention, e.g., the visiting associate who is in for the day, or an award-winner guest. Partials are not meant to reflect the cost for an individual event. Rather it is a reduced convention fee for that period of the convention that may include food. More than two partials exceed the cost of early registration. You are usually much better off to pay full registration particularly for accompanying spouses! Full registration is cheap: Please keep our fees in perspective.
- Use one form for a registrant and one non-member, social guest. Guest registers at member rate. If you have more than one guest, please contact us for instructions.
- Spouses who are A/TA members should complete separate forms.
- Full registration includes all events except golf.
- Members may receive the \$215 early rate only if this completed form and full payment are postmarked or received by 22 Sep. CAUTION: You may have great difficulty getting through on 22 Sep because of others who also put it off. After 22 Sep, the higher \$242 pre-convention rate will prevail no exceptions. Incomplete forms OR payment will NOT qualify for early rate. Payment must accompany form, regardless of method of payment.
- VISA or MC only with SSN and email address, card number, exp date, and "signature." We don't take AMEX., Discover, etc.
- Postmark all mailed registrations NLT 14 Oct. No faxes/web/mail can be received after 1700 EST 21 Oct (office closed). We prefer no cover sheet for faxes
- You may register at the A/TA registration desk upon arrival at the \$273 on-site rate; however, banquet seating is not guaranteed.
- Send one form only. Do NOT fax AND mail. Do not try to send payment one way and the form another. Please do not send duplicate or "updated" forms.

Cancellation:

Cancellation Fees: \$10 through 22 Sep; \$20 through 21 Oct; \$25 thereafter. (This includes changing charges from one card to another.) Refunds may be made based on your cancellation confirmation number, obtained after personal cancellation with Bud or Pam Traynor, prior to events, at (703) 385-2802 before 21 Oct, 1700 EST; or at their hotel room; or from them at the A/TA registration booth (not hotel registration desk) via the switchboard (please no relayed requests or requests to other workers). Card refunds will be made back to your card; check payment will be refunded individually by check to each individual. Refund requests without a cancellation number will not be honored; so when you talk to Bud or Pam, be SURE to get one! We intend to make all refunds before year-end. While refunds should be automatic, subsequent requests without a cancellation number will not be honored. You do not need to give a reason for your cancellation: no duty or family emergency releases you from your responsibility to cancel or from the cancellation fee. Did we mention? Membership dues are not refundable.

Relaying your cancellation through an intermediary is too risky. If they forget to contact Bud or Pam, or they try to pass through yet another person – say a registration worker, or a board member who doesn't follow through—you are still responsible for full payment. The fees charged don't cover minimum expenses for A/TA and there just isn't extra money to cover someone's error or lack of responsibility—no matter how important the TDY or family emergency. A/TA has less capability to be generous than the hotel and you know THEY charge for a no-show, regardless of the excuse. Make the effort personally; it's the only way to be sure you won't be stuck with the bill.

Membership:

Membership must be current through November to register at the member rate. The membership fee is non-refundable. Ever. If you wish to register at the member rate and need to pay dues, please do it on the same registration form. No need to first become a member separately.

Armed with your SSN, you can check your membership and registration status at www.budtraynor.com.

Registration:

Do not send a cover page and do not send a "corrected copy." If you have a correction, just call or email us. Payment must always accompany the form, regardless of method of payment or form. Registration forms with checks MUST be mailed together. Marrying them up later is too time consuming and error generating. If you send a form via fax or mail or email, please do not send it a second way, or send twice. Everyone with a valid email address will be sent an email confirmation when the registration is processed.

Early registration (\$215) is only an incentive to register early for administrative processing reasons – not just for early payment of the money. This means, for example, if you do not have the name of a registrant, you cannot just pay by the deadline and get an early rate.

continues on page 26

Similarly, if you want to register someone after the early registration deadline, you must pay the higher rate for the new person as appropriate. The canceled person will be reimbursed at the rate paid (less cancellation fee and dues, if applicable). If you choose to fax your registration form, recommend you not wait until the last day. If the fax machine is too busy for you to get through, we will not receive your form "early," and the higher pre-registration rate (\$242) will apply. If you need to have your account charged by a certain date, be sure to indicate it on your form. Credit cards otherwise may get charged immediately or some time later, depending on workload.

To register at the member rate, membership must be current through November. The membership fee is non-refundable. Members may receive the early rate only if this completed form and full payment are postmarked or received by 22 Sep. Incomplete forms or incomplete payment do not qualify for early rate. Use one form for a registrant and non-member guest; your guest registers at the member rate. Spouses who are A/TA members should complete a separate form. We can take VISA or MC only with SSN and email address, card number, exp date, and signature. (NO AMEX or Discover). Full registration includes all events except golf.

Postmark all mailed registrations NLT 14 Oct to ensure it arrives before the office moves to the hotel. After that, plan on web or fax NLT 1700 21 Oct, or registering at the hotel starting Wednesday onsite (\$273).

No Substitutions:

There can be no substitutions. Individuals may be canceled and individuals may register. Specifically, no one may capture someone else's early rate after the early deadline. We cannot "bank" funds. Remember a new registration must have all information supplied on a new form. Dues are neither transferable nor refundable to a person canceling. (See cancellation instructions) This includes IMPAC card transactions.

IMPAC Cards or Group Registrations:

If use of IMPAC cards or other group registration is approved do not mail or fax the form in this magazine, register online at www.atalink.org/registration.html. ALL TRACKING must be managed at the local level. We treat all registrations as individual registrations. If any person is submitted who is not a current member through November, we will charge \$30 dues to the IMPAC card. Alert your IMPAC card monitor to this possibility. Some units have individuals give paper copies (with a separate credit card for dues) to the card manager who then keys in the registrations with the IMPAC card number. It is not necessary to do membership first; please do both on the registration form.

It will be usually possible (not a dedicated server) to query the database directly for your membership and registration status. Please try: www.budtraynor.com and enter your SSN.

Faxes:

No fax cover sheet is necessary for membership or convention registration forms. Save your time and our paper; all arrive in a closed office. Cover sheets are usually discarded. But if you do fax the form, do so only with credit card full payment for membership and registration. Please do not send a fax with the intention of mailing a check. Faxes arriving without payment will likely be discarded.

No faxes/web/mail after 1700 EST 21 Oct. You may register at the A/TA registration desk upon arrival at the on-site rate

Exhibitors:

There is usually some confusion. The Exhibitor rate is meant to cover the food events in the exhibit hall for the exhibit workers who are not generally participating in the social events. As a booth-space

benefit, each exhibit, regardless of size, gets 3 certificates that can be used in lieu of money for an exhibitor registration. This allows some exhibitors to operate on a slightly tighter budget. This certificate cannot, however, be used as partial payment toward anything else. In practice, most exhibitors just pay normal registration so they can attend all events. Please see www.atalink.org/exhibitors.html.

ATA Banquet Seating Process:

Along with your Association's popularity comes complexity. In recent years, we have tripled the number of folks attending the Saturday night Awards Banquet. What that means is that we continue to push the capacity of our banquet seating and our ability to assign specific seats. To manage the process, we have instituted some procedures to maximize the service to all who wish to attend this superb event. Key to this is that you make your seating preferences known early in addition to registering for the convention.

Pre-Convention Banquet Seating Sign-up:

We will take seating requests starting 30 July. Please download the form at www.atalink.org/forms/SeatingRequest.xls and send it via email to Bob Ford at robert.g.ford2@boeing.com or bobford01@comcast.net. This year we are asking for the last four of your SSN to aid us in matching you up with your paid registration, as well as your real first and last names, the ones you used on your convention registration.

Your banquet sign-up date (priority in seating) will be based on when your banquet seating reservation is made. While you are invited to request seating at any time, your banquet sign-up date will be established when payment is received. And while we will take seating requests from anybody -- Chapters, Units, Groups, or Individuals - the preferred solution is to get block inputs, so please check with your respective chapter/unit reps so your name is only submitted once.

For the chapters/units/groups, that means all seats you submit for your group must have a paid A/TA registration. Without it, that individual will be "bumped" from the chapter/unit/group seating request. Remember the priority: FIRST SIGNED-UP, FIRST SEATED! Email submission cutoff for seating requests also will be 1800 Friday, 22 October.

On-Site Banquet Seating Sign-up:

We will try to accommodate everyone, however, preferred Banquet Seating cannot be guaranteed onsite. The Banquet Seating Sign-Up which will be located next to the A/TA Registration desk, will be open Thursday and Friday, the 28th and 29th of October, from 0900 – 1800. The CUTOFF for onsite banquet seating will be 1800, Friday the 29th. Those arriving Saturday without prior seating coordination will be not be given a seating preference option.

Prior to the Banquet, in-progress seating charts will be posted daily about noon in the Banquet Seating Sign-Up Area. A final Banquet seating chart should be posted 1800, Saturday, 30 Oct. If you have paid for the Banquet and have not shown up on the seating chart, you will be seated at non-assigned tables, perhaps in an adjoining room.

NOTE: Should banquet sign-up exceed facility capacity, Banquet Registration may be stopped and the 1800 Friday banquet seating-cutoff date may be moved up. Check the A/TA web site or the A/TA Sign-up Booth for the most current information.

REGISTER EARLY and SIGN UP FOR THE BANQUET EARLY!

AMC Operational TEST & EVALUATION

Compiled under the direction of Col. Steven W. Sayre, Director, Test and Evaluation, HQ AMC/TE



"In God We Irust, All Else We Test."

Staying Alive in the Global War on Terror

by Maj Joe Davisson, Air Mobility Test and Evaluation Squadron Fort Dix, New Jersey

In the early morning skies over Iraq, a lone C-5B departing from Baghdad International Airport on January 8, 2004 was rocked by an explosion in its No. 4 engine. The Travis AFB CA-based crew masterfully managed the emergency and safely returned the \$185 million aircraft to the airport with no injuries to the 63 personnel on board. Initial reports indicate the incident was the result of hostile action from the ground.

The missile attack accelerated Air Force efforts to test and evaluate the effectiveness of advanced IR countermeasure flares on the C-5, a task assigned to the Air Mobility Command Test & Evaluation Squadron (AMC TES)—AMC's operational test organization. In just under 3 months after the Baghdad incident, the AMC TES developed a plan, assembled a test team, marshaled the necessary resources, and tested four candidate flare patterns against an array of 24 IRguided SAM threats.

Defensive systems are relatively new to the C-5. The first C-5A model was delivered to the Air Force in 1968 and in 1985 production began on the slightly modified C-5B model. Neither version of the C-5 was originally equipped with a defensive system suite; however, in 1994 installation

of an AN/AAR-47 Missile Warning System and AN/ALE-47 Countermeasures Dispenser System began on B-model aircraft as part of the PACER SNOW program. This modification added sensors to the nose and tail of the C-5B to detect incoming missile threats. Additionally, dispensers were mounted in the nose and wing pylons to eject IR countermeasure flares designed to defeat the missile's guidance control system.

Flare technologies have evolved over

the past decade with design improvements intended to defeat IR-guided missile seekers possessing IR counter-countermeasures. In addition, AMC has tested different flare combinations (sometimes called "flare cocktails"). While the original defensive theory called for one flare composition to be used against all threats, the advent of new missile technology requires flares of different

...the advent of new missile technology requires flares of different compositions, used in various combinations, to better protect AMC aircraft.

compositions, used in various combinations, to better protect AMC aircraft.

This new round of C-5B defensive system testing built on the results of successful flare tests conducted on C-130 and C-17 aircraft during the summer of 2003. During Feb 04, HQ AMC/A39 (Combat Operations) requested an accelerated flare test schedule and AMC TES quickly accepted the challenge to plan, execute, and report results within

7 weeks. By March, the test team was assembled and in place for testing at the Eglin Test Range in Florida. The 46 Test Wing (TW) hosted the test and supported all range functions. The 436d Airlift Wing, Dover AFB DE provided two aircraft, two aircrews, and a full maintenance support team. The Center for Counter Measures, Naval Surface Warfare Center, Naval Air

Warfare Center, and the 46 TW operated Seeker Test Vans (STVs) equipped with IRguided SAM threats.

On 29 Mar 04, the first sortie departed Hurlburt AFB FL for the test range. To achieve realistic operational weights, the team had loaded a 105,000lb tank onto the aircraft prior to the flight. Once the aircraft arrived at the range, the aircrew manually dispensed flares at planned points while the STV technicians recorded the performance of individual IR-guided missile seekers. Aircrews from Dover's 9th and 3^d Airlift Squadrons flew seven sorties, expending 685 flares during demanding missions that often lasted well into the night. Dover's maintenance team and munitions loaders worked around the clock to keep the 700,000 lb C-5B aircraft in the air. The entire test team, consisting of more than 100 personnel from nine different organizations,

pulled together brilliantly to complete test requirements in just 8 days.

Results from the test have already made an impact at the HQ AMC level, giving leaders the data and analysis needed to decide how to best protect the mammoth C-5 from future attacks. Once deployed operationally, the new flare patterns, tested by the AMC TES, will enhance C-5 survivability and ensure mission success during the continuing Global War on Terrorism.

2004 A/TA Convention Registration Form

Please read instructions

Registration & Cancellation Policy: See detailed instructions on pages 24, 25 & 26 or on the web at www.atalink.org.

NO REFUNDS without a cancellation confirmation number, obtained after personal cancellation only with Bud or Pam Traynor, prior to events, at (703) 385-2802 before 21 Oct, 1700 EST; or via the hotel switchboard in their room; or with them at the A/TA registration booth (not the hotel desk). Please no intermediaries. Email OK but risky. Requests without a cancellation number will not be honored. See cancellation fees below.

- a) We prefer you instead register online with credit card (secure) at www.atalink.org.
- b) To register at the member rate, membership must be current through November. The membership fee is non-refundable.
- c) Use one form for a registrant and one non-member guest. Guest registers at member rate.
- d) Members may receive the "Early" rate only if this completed form and full payment are postmarked or received by 22 Sep, or may receive the "Pre-Registration" rate if received by 21 Oct. Incomplete forms or payment do not qualify for early rates. You may register at the A/TA registration desk upon arrival at the onsite rate. Banquet seating may not be available with on-site registration.



e) We can accept only VISA or MC, and then only with SSN and email address, card expiration date and signature.

Postmark all mailed registrations NLT 14 Oct. No faxes/web after 1700EST 21 Oct.

g) Call or Email changes; DO NOT RESUBMIT FORM or send multiple copies. When in doubt, contact us: (703) 385-2802 or ata@atalink.org						
Registrant: >>> ☐ Last year I was sent to the 2003 Banquet Overflow <<<						
FIRST NAME:	_MI:N			IICKNAME:		
SSN: (Ne	Never listed nor given out - For data control only)		CHECK ALL THAT APPLY: ☐ Active Duty ☐ ARC ☐ Civil Service			
HOME ADDRESS:			Retired Mil		n ☐Life Member	
CITY:	STZIP	_ ,	Sarvica:			
HOME PHONE:HOME FAX:						
HOME E-MAIL ADDRESS:					ames <i>exactly</i> as you want	
JOB/DUTY TITLE:RANK ABBREVIATION:			Badge: (Print or type names <i>exactly</i> as you want them to appear on badge) REGISTRANT:			
ORG NAME/SYMBOL:BASE/LOCATION:			NAME			
WORK MAILING ADDRESS:			Also Show: ☐ Organization ☐ A/TA Chapter			
CITY:STZIP			GUEST:			
WORK PHONE:WORK FAX:						
WORK E-MAIL ADDRESS:			NAME Also Show: Organization:			
Spouse:						
RST NAME:LAST NAME:		_	MULTIPLE GUESTS: Call/Email Bud Traynor for information concerning registration and fees for multiple guests.			
FULL REGISTRATION: (Includes everything except Golf)		Ch SEL	eck Box for: F SPOUSE	Per Person Fee	TOTAL	
→ A/TA Membership (Required for Member Rate for member and guest)			3. 0032	\$30	\$	
→ Member Early Registration (Must postmark/fax by 22 Sep)				\$215	\$	
→ Member Pre-Registration (Early above is \$27 cheaper) (Onsite will be \$273)				\$242	\$	
→ Non-Member Registration (Probably NOT You – <i>Join and Register Above</i>)				\$373	\$	
+ Exhibitors (Does NOT include Seminars, Banquet, Brunch or Golf)						
GOLF (Includes Lunch): Requested 2.	Handicap(s)					
Foursome: 4				\$89	\$	
PARTIAL REGISTRATION: All below included in full registration above – Full registrants please don't use.						
→ Thursday Evening Reception (Food, Refreshments & Exhibits)				\$79	\$	
+ Friday Program (Seminars, Exhibits, Breakfast, Lunch)			\vdash	\$74	\$	
 → Friday Evening Reception (Food, Refreshments & Exhibits) → Saturday Program (Seminars, Exhibits, Breakfast, Lunch) 			H	\$79 \$74	\$ \$	
→ Saturday Evening Cocktails and Awards Banquet				\$84	\$	
→ Sunday Farewell Brunch				\$42	\$	
TOTAL AMOUNT DUE NOW: Make Checks Payable to: The Airlift/Tanker Association \$						
Check www.atalink.org for web registration – Otherwise copy this form and mail, along with	VISA or MASTERCARD (IMPAC Cards					
Check or credit card info to:	By transmitting this form, I certify I have read and understand the cancellation instructions and that if my national membership is not current through Nov., an additional \$30 will be assessed on this card to update					
Col Dennis (Bud) Traynor, USAF (Ret)	my membership. Cancellation fee is \$10 if by	22 Se	o; \$20 if by 21 (Oct; \$25 therea	fter.	
9312 Convento Terrace, Fairfax, VA 22031 Credit card users may fax registration to:	AF or Org. Card #:			Exp:	_Amt:\$	
(703) 385-2803 (no cover page please)	Personal Card #:			Exp:	_Amt:\$	
After 14 Oct mail or 21 Oct fax/web cutoff, registrations	Signature (required):					