Poised for
The New Millennium:

The Global Reach of the Air Mobility Command

A Chronology

Poised for the New Millennium:
The Global Reach of the Air Mobility Command
A Chronology

Robert deV. Brunkow
with
Kathryn A. Wilcoxson

Office of History
Air Mobility Command
Scott Air Force Base, Illinois

April 2001

FRONT COVER: On 22 November 1997, the Air Mobility Command in addition to its other worldwide air refueling and airlift commitments launched 33 airlift aircraft to support a **Phoenix Scorpion I** deployment of bombers, fighters, and a Patriot missile battery to Southwest Asia. The C-5 Galaxy carried most of the load in this move as the United States prepared to go to war over Iraq's refusal to observe UN requirements for the inspection of sites that could harbor weapons of mass destruction. The C-17 Globemaster III and the C-141 Starlifter also contributed to the transatlantic flow. As the deployment proceeded, the KC-10 Extender and KC-135 Stratotanker became airborne and provided as many as five air refuelings to attack aircraft bound for Southwest Asia. The graphic is derived from the command's briefing on the deployment.

BACK COVER: The phoenix was the mythological bird that consumed itself by fire after 500 years and was reborn from the ashes. The Air Mobility Command adopted the term "phoenix" as a nickname to identify command activities.

FOREWORD

As was true of the old British Empire, the sun never sets on the Air Mobility Command and its global mission. On average, the command flies over 250 missions a day--its aircrews visiting 147 different nations during fiscal year 2000 alone. Whether airlifting ailing heads of state, transporting sustenance to victims of natural disasters, or air refueling lethal aircraft bound for targets in hostile lands, the command plays a pivotal role in achieving national objectives.

This chronological history documents that role. It describes AMC's contributions to the major military contingencies and humanitarian operations that have occurred since the command's inception in June 1992. It also identifies major organizational changes and aircraft acquisitions that have facilitated AMC's ability to provide rapid global air mobility. While this chronology is a record of the command's ability to provide airlift, air refueling, and aeromedical evacuation anywhere, it is also a history of the Total Force--for the span of AMC's global reach could only be achieved in partnership with the men and women of the Air Force Reserve Command and the Air National Guard.

CHARLES T. ROBERTSON, JR.
General, USAF
Commander

PREFACE

This chronology provides a highly selective record of the Air Mobility Command from its inception in 1992 to the year 2000, highlighting operations, organizational milestones, and aircraft acquisitions. It is a follow-on to *Toward the Air Mobility Command*, a chronology of tanker and airlift events of AMC's predecessors.

Kathryn A. Wilcoxson compiled the extensive appendix of AMC units. Additionally, she provided the editorial skills necessary to turn a manuscript into a professional publication.

The photographs are from official Air Force and Department of Defense repositories.

R. deV. B.

TABLE OF CONTENTS

Foreword iii

Preface v

Chronology 1

Appendices

Appendix A: Bases Belonging to AMC 41

Appendix B: AMC Numbered Air Forces, Wings, Independent Aviation Groups, and Aviation Squadrons 45

Endnotes 53

Glossary 67

Index 69

CHRONOLOGY

1992

1 June 1992

The Air Mobility Command (AMC) was activated, merging the airlift assets of the Military Airlift Command and tanker capabilities of the Strategic Air Command (SAC). It was the air component of US Transportation Command. AMC's mission was to provide airlift, air refueling, special air mission, and aeromedical evacuation for US forces. It supplied forces to theater commands to support wartime taskings.[1] It was the "lead command for requirements, operating procedures, aircrew training, tactics, standardization and evaluation, and overall fleet management for tanker and airlift aircraft."[2] AMC consisted of 3 numbered air forces (NAFs), 22 wings, and an independent aviation group.* Major direct reporting units assigned to Headquarters AMC were the Air Combat Camera Service, the Air Rescue Service, the Tanker Airlift Control Center (TACC), the USAF Air Mobility School, and the USAF Mobility Center.[3] Additionally, AMC was the executive agent for the Defense Courier Service.[4] Over 85,800 assigned military personnel and civilians manned the command, which could gain, additionally, 22,700 military members from the Air National Guard and over 46,600 officers and airmen from the Air Force Reserve.# Sixteen bases in the continental United States (CONUS) were under AMC control.[5] As part of the larger reorganization of the Air Force, AMC's creation was a response to changing international relations following the end of the Cold War, declining resources in the Department of Defense, and evolving military doctrine.[6]

15 July 1992-
9 January 1996

C-130s supplied by AMC and its gained Guard and Reserve units began flying in support of Operation **Provide Promise** on 15 July 1992. **Provide Promise**, which had begun on 3 July 1992, was the international response to an ethnic civil war in Bosnia-Herzegovina in which efforts by Muslims and Croats to secede from Yugoslavia and establish an independent Bosnia were violently resisted by Bosnian Serbs--clandestinely aided by Yugoslavia--who attempted to establish a Serbian republic of Bosnia. Eventually, C-5s, C-141s, and C-17s participated in the operation to send humanitarian assistance to Bosnians.[7] Before **Provide Promise** officially ended on 9 January 1996, it had become the longest humanitarian airlift in history, exceeding the record established by the Berlin Airlift. According to statistics compiled by the United States European Command, US Air Force strategic and tactical airlifters successfully flew 4,500 sorties during the relief effort.[8]

*The 301st Air Refueling Wing was assigned to AMC on 1 June 1992 but was immediately inactivated and is excluded from the tally. AMC SO GA-5 (U), 1 Jun 92.
#In 1997, the Air Force Reserve became the Air Force Reserve Command.

Configured for probe and drogue air refueling, a KC-10 Extender refueled a US Navy EA-6B Prowler over Southwest Asia during Operation Southern Watch. Because of the wide variety of aircraft with diverse refueling systems employed in Southwest Asia, the KC-10 was a coveted asset in the theater because it could be configured for boom as well as for probe and drogue refueling.

Noncommissioned officers deployed to Southwest Asia for Operation Southern Watch fueled a KC-135 Stratotanker.

A deployed maintainer in Southwest Asia replaced aircraft parts before a C-141 Starlifter departed on a Southern Watch mission.

19 August 1992-ongoing

As a condition of the cease-fire that halted Desert Storm hostilities after Iraq was driven from Kuwait, the government of Iraq agreed to a United Nations (UN) resolution requiring that the rights of Iraqi minorities be respected. Continuing assaults by the Iraqi government on the Shiite minority in the south of Iraq caused the United States and its allies to establish a no-fly zone over Iraqi territory south of 32 degrees north latitude and enforce it through Operation **Southern Watch**. In preparation for the execution of the operation on 27 August 1992, AMC began flying forces into the theater on the 19th. Tankers as well as airlifters sustained the operation. By the turn of the century, **Southern Watch** had become the largest and longest of the major contingencies involving AMC and its gained Guard and Reserve units. The manpower requirements were high: following a series of buildups, for example, over 1,000 AMC personnel were on rotational deployment for **Southern Watch** in February 1998.[9]

Rice from Pakistan destined for a nearby Somali refugee camp arrived at Wajir, Kenya, aboard a C-130 Hercules during Operation Provide Relief. Brute force still had a major role to play in airfield operations at bare base locations.

21 August 1992-28 February 1993

Mass starvation in Somalia induced by drought and a civil war among rival clans led to an international relief operation dubbed **Provide Relief**. AMC and its gained units contributed some of the C-130s and aircrews used in the intratheater airlift to Somalia and refugee camps in Kenya. Over 3,000 C-130 missions carried some 34,000 short tons* of food, medicine, and other supplies to famine victims. Command C-5s and C-141s participated in close to 100 missions in this humanitarian effort.[10]

*A short ton consists of 2,000 pounds.

Although Homestead Air Force Base, Florida, had been devastated by Hurricane Andrew, it became the hub for the airborne relief effort. C-5 Galaxies frequently used the base to deliver cargo and personnel to help the Southeast recover from the effects of the most costly hurricane in American history.

26 August-28 October 1992

In the aftermath of **Andrew**, the third strongest hurricane to buffet the United States, airlifters flew over 700 missions to assist Florida in what was to become the largest domestic relief airlift in Air Force history. At the peak of the effort, active-duty, Guard, and Reserve aircraft flew some hundred missions a day. KC-135s also participated in the relief effort, transporting passengers and cargo to locations in Florida.[11]

29 August-
25 September 1992

Some 60 air mobility missions to Guam made possible the resumption of water and power service after Typhoon **Omar** devastated the island. The airlift sustained the operation of a tent city for refugees.[12]

12 September-
18 October 1992

Hurricane **Iniki** was the third of three destructive windstorms to strike US territory almost simultaneously. AMC's response to this disaster, as it had been for the other two storms, was swift. Command C-5s, C-130s, C-141s, and a KC-135 as well as crews from the Air Force Reserve joined Hawaiian Air National Guard C-130s in delivering relief supplies--including meals ready to eat, power generators, plastic sheeting for temporary shelters, and relief workers--to the Hawaiian island of Kauai. Over 600 missions ameliorated the effects of the most devastating hurricane to strike Hawaii in the 20th century.[13]

1 October 1992

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. The realignment of C-9s and their infrastructure 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.[14]

1 October 1992

The 97th Air Mobility Wing 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.[15] This action conformed to the Chief of Staff of the Air Force's single wing initiative to ensure "control of base activities through a single wing commander."[16]

A C-141 arrived at Mogadishu International Airport, Somalia, on 9 December 1992, beginning the strategic airlift for Operation Restore Hope. Using a tanker airbridge to speed the flow of airlift aircraft to Africa, Restore Hope was the first major contingency to demonstrate the efficacy of merging air refueling and airlift assets under the Air Mobility Command.

9 December 1992-
25 March 1994

The relief effort **Provide Relief**, launched to alleviate starvation in Somalia, proved ineffectual because of the continuing conflict among rival clans. UN Operations in Somalia (UNOSOM) I, which had been chartered in April 1992 and augmented in subsequent months to monitor cease fire efforts and provide security for the relief effort, could not contain the violence. In response, Unified Task Force (UNITAF), an international military force organized and led by the United States under the auspices of the United Nations, deployed to create a secure environment in which humanitarian aid could be delivered. The effort was dubbed **Restore Hope**. For AMC, it was the first major exercise of air mobility forces "in their post-Cold War configuration." Tankers were inextricably linked with airlifters in an operation other than war and for the first time systematically refueled airlift aircraft flying over the Atlantic in a major operation. KC-10s were used almost exclusively in an airlift role for the deployment. Officially, **Restore Hope** concluded on 4 May 1993, as the American presence diminished and UNOSOM II assumed responsibilities in Somalia from UNITAF.[17] In popular parlance, however, **Restore Hop**e was applied to subsequent activity in Somalia until the final American withdrawal in 1994.

Soldiers of the Naya Gorakh Battalion of the Royal Nepalese Army boarded a C-5 at Tribhuvan Airport in Katmandu for a flight to Mogadishu, Somalia, in support of Operation Restore Hope. As in numerous other major operations, Restore Hope included many distinct moves of foreign contingents.

Captured during the 3-4 October 1993 firefight in downtown Mogadishu that precipitated Operation Restore Hope II, US Army Chief Warrant Officer 3 Michael Durant was in need of immediate medical attention when he was released by Somalis 11 days later. A C-141 served as an airborne ambulance to transport him to Ramstein Air Base, Germany, on 15 October 1993 for treatment at nearby Landstuhl Regional Medical Center. Aeromedical evacuation was a vital component of the air mobility mission.

To May of 1993, the objective of **Restore Hope** remained a secure environment to facilitate the distribution of aid. In the next phase of Somalia operations, sometimes referred to as **Continue Hope**, UNOSOM II sought, in addition, to reform political institutions and the economy. In the process of attempting to rebuild a nation, UNOSOM II antagonized powerful warlords who retaliated militarily.[18] Escalating violence ended the hopes for a dwindling American presence in the country. Following a bloody attack on US forces in Mogadishu, Somalia, a deployment sometimes referred to as **Restore Hope II** occurred in October 1993 to transport M2 Bradley fighting vehicles and M1 Abrams tanks as well as soldiers to Somalia. The October move demonstrated the maturity of the air mobility configuration: at the onset of **Restore Hope** in December 1992, the command had trumpeted as a rare achievement the airlift mission using three air refuelings to transport the task force commander nonstop from the CONUS to the theater. For the direct delivery of armor from the United States to Somalia nearly a year later, the C-5s routinely took four air refuelings. The American buildup under Joint Task Force Somalia quickly dissipated, and the last American forces departed Mogadishu on 25 March 1994.[19] By one reckoning, the entire mission to Somalia entailed 4,350 airlifter and tanker missions, 90,251 passengers, and 70,578 short tons.[20] Tankers delivered 89,626,000 pounds of fuel during 31 KC-10 and 1,586 KC-135 missions.[21]

At Fort Stewart, Georgia, aerial port personnel along with infantrymen prepared a Bradley M2-A2 fighting vehicle for transport on a C-5 to Mogadishu, Somalia, in October 1993. With four air refuelings, the transport aircraft would fly non-stop to Africa to augment ground forces supporting Operation Restore Hope.

1993

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. Aligning AMC and AMC-gained units under ACC and theater commands brought the service into conformity with the objective of the Chief of Staff of the Air Force, General Merrill A. McPeak, to simplify the lines of command by placing units under the control of the command that hosted them: "One Base, One Boss." The divestiture of Air Rescue Service was one of several similar actions to remove functions from AMC that were peripheral to the strategic air mobility mission.[22]

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. The divestiture of aircraft from the central ownership of AMC brought OSA in line with the "One Base, One Boss" dictum of General Merrill A. McPeak, the Chief of Staff of the Air Force.[23]

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. On 20 December 1995, **Deny Flight** was superceded by Operation **Deliberate Endeavor**, a component of Operation **Joint Endeavor**, to bolster the Implementation Force (IFOR) that entered Bosnia to enforce the Dayton Peace Accords. **Deliberate Endeavor** was superceded by **Deliberate Guard** on 21 December 1996 in conjunction with the activation of the Sustainment Force (SFOR). With the extension of the SFOR mandate, Operation **Deliberate Forge** replaced **Deliberate Guard** on 20 June 1998.[24]

*The 55th Weather Reconnaissance Squadron remained in the command until it was inactivated on 1 October 1993, while the 815th Weather Squadron and 403d Consolidated Aircraft Maintenance Squadron (AFRES) were transferred to ACC on 28 September 1993. AMC SO GAXP-18 (U), 28 Sep 93; AMC SO AXP-7 (U), 28 Sep 93.

14 June 1993

Following Air Force acceptance of the aircraft on 18 May 1992, 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. Capable of landing at small, austere airfields even when carrying outsize cargo, the aircraft built by McDonnell Douglas* provided direct delivery of personnel and cargo from a point of embarkation to a location as close to the customer's final destination as possible.[25] With a span of 169.8 feet, length of 174 feet, and height of 55.1 feet, the C-17 had a maximum payload of 172,200 pounds. The Globemaster III could travel 2,400 nautical miles without refueling and land at an airfield as short as 2,700 feet while carrying the 166,965 pound payload defined in the performance specification. Up to 102 passengers could be transported. Aerial delivery of passengers and cargo was possible from the C-17.[26]

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.[27] 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 Year of Training initiative at AMC.[28]

1 July 1993

AMC merged 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 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.[29]

*The Boeing Company acquired McDonnell Douglas--and the C-17--in 1997.

1 October 1993

The last active-duty, Air Force Reserve, and Air National Guard C-130s based in the continental United States transferred to Air Combat Command. Related tactical airlift support functions also transferred. Planners believed that the realignment permitted AMC to focus on its strategic mobility role, while ACC gained the resources to perform its role as the theater force provider.[30]

1 October 1993

With the inactivation of the Strategic Air Command on 1 June 1992, SAC air refueling assets were divided among AMC, ACC, PACAF, and USAFE. AMC possessed, by far, the largest share of the jets, while ACC had the second highest number of air-refueling aircraft. AMC acquired virtually all of ACC's KC-135s and KC-10s in a series of transfers occurring during 1993-1995. On 1 October 1993, three ACC KC-135 squadrons aligned under AMC, ultimately bringing an additional 41 tankers into AMC.[31] On 1 September 1994, the first of 14 ACC KC-10s began to move into AMC as AMC units relocated to receive them.[32] The realignment of aircraft was in keeping with a philosophy of organizing commands around missions,[33] but transfers of tanker assets among commands would continue to occur as circumstances warranted.*

While the force structure changed, consolidation of tanker assets also occurred. By 1996, there were five core KC-135 locations in the United States, down from 16 locations when the command was activated. The five core bases consisted of Fairchild Air Force Base, Washington; Grand Forks Air Force Base, North Dakota; MacDill Air Force Base, Florida; McConnell Air Force Base, Kansas; and Robins Air Force Base, Georgia. Travis Air Force Base, California, and McGuire Air Force Base, New Jersey, replaced Barksdale Air Force Base, Louisiana, and March Air Force Base, California, as bases for the KC-10s.[34]

27-28 November 1993

A C-141 equipped for aeromedical evacuation transported the president of Fiji, Ratu Penaia Ganilau, to Andrews Air Force Base, Maryland, for cancer treatment at Walter Reed Hospital.[35]

1994

17-25 January 1994

Following an earthquake that devastated Los Angeles, California, on 17 January, 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.[36]

---

*In 1994, for example, AMC transferred additional KC-135s to AETC for use in training and, in 1998, transferred KC-135s to USAFE, ending the rotational requirement for a European Tanker Task Force. AMC Programming Plan 93-11 (FOUO), "Transfer of Flying Training Units and Altus AFB to Air Training Command," 1 Apr 93; AMC SO GAXP-24 (U), 10 Jun 94; AMC SO GAXP-31 (U), 5 Aug 94; Report (U), AMC/QUI, "AMC Command Data Book," Oct 94; History of AMC (S/Declas OADR), 1998, p 209, info used is Unclassified.

20 April 1994

The Air Force awarded an initial contract for $25 million to Southwest Mobile Systems Corporation to produce eight aircraft cargo transport loaders capable of lifting 60,000-pound loads. The loader was dubbed the "Tunner," in honor of Lieutenant General William L. Tunner, whose leadership contributed to the successes of the Hump Airlift during World War II and the Berlin Airlift. The loader could handle up to six cargo pallets at a time and drive on and off military and commercial cargo aircraft. Ultimately, 318 Tunners would replace all 40,000-pound loaders and over half of the wide-body elevator loaders. Acquisition of the materiel handling equipment would redress the deficiencies identified in the command's ability to support two major regional conflicts. The Tunner loader became the number two acquisition program in AMC behind the C-17.[37]

23 May 1994

The Air Force took delivery of the first C-20H, a modified Gulfstream IV business jet, from Gulfstream Aerospace Corporation, and it joined the operational fleet of the 89th Airlift Wing. From Andrews Air Force Base, Maryland, it would fly special air missions supporting the president and other leaders.[38]

26 June 1994

In response to World Health Organization concerns about the sharp rise in the cancer rate of children living near the site of the 1986 Chernobyl nuclear power plant disaster, a C-5 delivered a magnetic resonance imaging system to Chernobyl, Ukraine, for use in detecting cancerous tumors.[39]

1 July 1994

AMC reduced 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. In 1993, as the review of the en route structure began, AMC had a permanent presence at 42 locations outside the continental United States.* AMC reduced this number to 21 (12 primary and 9 secondary). 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, for strategic air mobility was a national resource with global commitments requiring centralized management.[40] 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.[41]

*En route analysts in 1993 used a baseline of 39 locations, but several additional locations came into play as the analysis got underway.

The transfer of Howard to Panama and the termination of the US Southern Command mission there led to the elimination of AMC's support squadron in Panama on 1 June 1999.[42]

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.[43]

The command withdrew from 20 secondary locations. The AMC presence ended immediately at Naval Air Station Cubi Point and Manila International Airport, Philippines; Kimpo International Airport, Republic of Korea; and London/Heathrow Airport, United Kingdom. It was phased out at 15 locations by the end of 1997: Naval Air Station Adak, Eielson Air Force Base, Galena Airport, King Salmon Airport, and Shemya (Eareckson) Air Force Base, Alaska; Capodichino Airport and Pisa Airport, Italy; Istres Air Base, France; Itazuke International Airport and Misawa Air Base, Japan; Kimhae International Airport and Kunsan Air Base, Republic of Korea; Naval Air Station Roosevelt Roads, Puerto Rico; Naval Air Station Souda Bay, Greece; and Torrejon Air Base, Spain. The command ultimately relinquished the operating location at Naval Air Station Guantanamo Bay, Cuba, on 1 January 2001.[44]

22 July 1994

Although the United States was reducing its presence overseas, the need to rapidly deploy forces did not diminish. The Global Reach laydown concept proposed fielding 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.[45]

23 July-
30 September 1994

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.[46]

Finance experts from Plattsburgh Air Force Base, New York, as well as other locations deployed to Entebbe Airport, Uganda, the theater hub for Operation Support Hope, to service Air Force personnel. Since Air Force men and women participating in Support Hope were widely dispersed in such countries as Kenya, Zimbabwe, Rwanda, and Zaire, as well as Uganda, financial teams traveled to meet their clientele.

A C-141 landed at Goma, Zaire, to deliver humanitarian aid to Rwandan refugees during Operation Support Hope. The informal nature of airport operations at Goma was far from optimal but not without precedent in the far-flung operations of the command.

30 August-
12 September 1994

AMC aircraft transported 320 American troops and support equipment to Totskoye, Russia, to participate in **Peacekeeper 94**, the first joint training exercise for the United States and Russia since the Cold War, and then returned them to Germany.[47]

9 September 1994-
31 March 1995

AMC and its gained units deployed some 6,000 members of the 10th Mountain Division to Haiti during Operation **Uphold Democracy (Phoenix Shark)**. The operation successfully restored to power Jean-Bertrand Aristide, the first truly democratically elected president in Haitian history, by ousting a military-backed government that had deposed him. Elimination of the despotic junta alleviated the brutal living conditions that had fueled the mass exodus of refugees attempting to reach the United States. The operation was complex, involving simultaneous

After US and allied forces secured the countryside in Operation Uphold Democracy, President Jean-Bertrand Aristide arrived in triumph in Port-au-Prince, Haiti, aboard a VC-137 Stratoliner on 15 October 1994.

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.* Redeployment began in October and was completed on 31 March 1995, at which time the US-led multinational force that had conducted the contingency transferred command to the United Nations Mission in Haiti (UNMIH).[48] AMC reported 1,779 missions flown and 51,045 passengers and 22,613 short tons carried.[49]

A smaller American contingency presence continued under UNMIH until its last members redeployed on 17 April 1996. Outside the international structure, a small residual American force remained as US Support Group Haiti, which oversaw Exercise **Fairwinds**, a bilateral humanitarian and civic assistance training mission that accomplished construction and engineering projects and other humanitarian works within the framework of contingency training exercises. **New Horizons-Haiti**, with airlift support from AMC and its gained forces, continued the humanitarian and civic assistance-training program begun under **Fairwinds**. On 18 January 2000, the last American personnel from the support group departed Port-au-Prince on a C-141, bringing to an end the American permanent military mission in Haiti.[50]

Uphold Democracy 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.[51] For the first time in a contingency, the air mobility element deployed under the new air mobility operations group structure.[52] The operation was also the first in which the crisis response cell (later crisis support staff) of Headquarters AMC activated. The cell consisted of representatives from the AMC staff who could draw on each AMC directorate and its resources to solve operational problems.[53]

---

*Although the "permissive entry" of the 10th Mountain Division into Haiti was named **Maintain Democracy**, the Haitian operation continued to carry the name of the invasion option, **Uphold Democracy**. Message (S/Declas OADR), CJTF One Eight Zero/J3 to CINCUSACOM/J3, [Order (U)], 190940Z Sep 94, info used is Unclassified; Memo (S/Declas OADR), AMC/XP to AMC/CV, "Command Relationships for Uphold/Maintain Democracy (U)," 3 Oct 94, info used is Unclassified.

After arriving on a C-5 at Port-au-Prince, Haiti, soldiers from the 10th Mountain Division prepared to depart the airport during Operation Uphold Democracy.

17 September 1994

While the command was prepared to wage war in Haiti to restore democracy, it also supported the last-ditch effort to find a peaceful solution to the deadlock between the Haitian military and the United States. On 17 September, a VC-137B carried a US delegation headed by former President Jimmy Carter to Port-au-Prince, Haiti, to resolve the impasse. The Carter mission successfully arranged for the transfer of power to the democratically elected government so that the American force deploying for an invasion was recalled and the nonviolent entry of military forces in Operation **Uphold Democracy** became possible.[54]

29 September 1994

Lockheed Martin Aeronautics Company began to assemble the C-130J Hercules. While similar in exterior appearance to older models, the J-model Hercules enhancements included fully integrated digital avionics, dual inertial navigation and global positioning systems, and a mission planning system. These improvements permitted the aircraft to be operated by just two pilots and a loadmaster instead of the traditional crew of five. New turboprop engines gave the Hercules the capacity to fly 417 miles per hour at 22,000 feet and carry a maximum takeoff weight of 155,000 pounds, with a maximum payload of 38,301 pounds. With a maximum normal payload, the J-model had a range of 2,729 miles. The J-model had a height of 38.25 feet and a length of 97.75 feet.[55]

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.[56]

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 "graduate-level training" in air mobility. Prototypes for such a facility in AMC existed elsewhere in the Air Force, including Air Combat Command's USAF Tactical Fighter Weapons Center at Nellis Air Force Base, Nevada.[57] Initially, the center consolidated at Fort Dix instruction and training functions from seven geographically-separated AMC units: the USAF Air Mobility School at Scott Air Force Base, Illinois, and its unit locations at Scott; McGuire Air Force Base, New Jersey; Ellsworth Air Force Base, South Dakota (the former Tanker Tactics Center); and Fort Eustis, Virginia; the 1492d Air Transportation Training Flight at Travis Air Force Base, California; the USAF Mobility Center at Charleston Air Force Base, South Carolina; and the 314th Ground Combat Readiness Evaluation Squadron at Little Rock Air Force Base, Arkansas. Concurrently with the return of the C-130s from Air Combat Command on 1 April 1997, the USAF Combat Air Delivery School at Little Rock Air Force Base, Arkansas, was reassigned to AMC and the Air Mobility Warfare Center. The result was a command single point for advanced mobility education, training, and testing.[58] The testing mission of the warfare center was facilitated by the 1 October 1994 activation of the 33d Flight Test Squadron, which assumed the flight test mission of the USAF Mobility Center and was the only flight test organization in AMC. (The USAF Mobility Center existed in parallel with the new squadron until the center inactivated on 1 January 1995).[59]

9 October-
14 December 1994

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.[60]

14-15 October 1994	The C-17's first operational mission 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 possible the nonstop mission.[61]
21-23 November 1994	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.[62]
5 December 1994	The Defense Courier Service was reassigned to the US Transportation Command from AMC, in 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 US Transportation Command was ready to receive it.[63] The realignment occurred during a period when AMC was divesting functions that did not support directly the strategic mobility mission.

1995

1 January 1995	The 932d Air Refueling Group activated at McConnell Air Force Base, Kansas, as the Air Force's first KC-135 Reserve Associate unit.[64]
7 January-24 March 1995	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.[65]
17 January 1995	AMC Commander General Robert L. Rutherford declared initial operational capability for the C-17, and the Globemaster III officially began flying operational missions.[66]

*The Armed Forces Courier Service previously provided this service.

1-20 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 irons--to ensure order on the aircraft flying from 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**.* In September 1994, camps to receive them were opened in Panama for a limited time to relieve overcrowding as the naval air station was inundated by Haitian refugees as well as the growing number of Cubans. 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.[67]

19-27 April 1995

On 19 April, 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 in the aftermath of the bombing.[68]

5-29 August 1995

AMC participated in its first Partnership for Peace exercise, **Cooperative Nugget**. Fourteen C-141s flew representative army platoons from 14 former eastern bloc nations to Fort Polk, Louisiana, the site of the joint training exercise. The Partnership for Peace program was a North Atlantic Treaty Organization (NATO) initiative to enhance stability and security throughout Europe through defense-related cooperation with nations of the former Soviet Union and Warsaw Pact.[69]

23 August 1995

General Ronald R. Fogleman, Chief of Staff of the Air Force, directed that the VC-X program to replace the VC-137 fleet used by the vice president, cabinet members, and other ranking officials of the United States and foreign governments consist of a mix of aircraft. There were to be four large aircraft and two small ones.[70] AMC had inherited the replacement program from the Military Airlift Command, with General H. T. Johnson, AMC's first commander, signing the VC-X Cost and Operational Effectiveness Analysis that identified Boeing Company's 767-200 as the replacement aircraft for the entire fleet on 12 August 1992.[71]

*Most phases of **Sea Signal** primarily interdicted Haitians attempting to enter the United States.

3 October 1995

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.[72]

11 October-
19 December 1995

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.[73]

22-30 October 1995

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.[74] 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**.[75]

4 December 1995-
20 December 1996

The strategic airflow in support of Operation **Joint Endeavor** began on 4 December 1995. 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.[76] 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.[77] **Joint Endeavor** was superceded by **Joint Guard** on 20 December 1996 as IFOR was replaced by the Stabilization Force chartered to provide the environment in which civic institutions could rebuild. On 20 June 1998, **Joint Forge** replaced **Joint Guard** as the SFOR charter was extended and the force was reduced in size.[78]

During Operation Joint Endeavor, C-17 Globemaster IIIs, the command's newest airlifter, shared ramp space at Rhein-Main Air Base, Germany, with C-141s, which ultimately would be replaced by the C-17. Rhein-Main became the European hub for strategic airlift aircraft, as the large aircraft joined C-130s in flying intratheater missions to the Balkans.

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.[79]

A tanker airlift control element deployed to Taszar Air Base, Hungary, to manage airfield operations for the Joint Endeavor airlift, for Taszar had become a major supply point for American ground forces bound for Bosnia. US airmen trained during the Cold War who deployed to the Hungarian fighter base could well reflect on how quickly a target had become a temporary home.

Ramstein Air Base, Germany, became the focal point for C-130s during Operation Joint Endeavor. The poor weather conditions experienced at Ramstein and other locations in Central and Southeastern Europe frequently forced flight delays during the contingency.

Flooding of the Sava River on Bosnia's border threatened to delay the arrival of US Army forces into Bosnia during Operation Joint Endeavor. The C-17 proved to be the most efficient and timely means to move the required M172 A1 mobile bridge components necessary to complete the pontoon bridge that spanned the river.

1996

13 January 1996 — A C-17 served as Air Force One for the first time in carrying President Bill Clinton on a morale flight to Tazar, Hungary, and Tuzla, Bosnia, two hubs of operation for **Joint Endeavor**.[80]

5 April 1996 — The C-130J-30 Hercules flew its inaugural mission from Dobbins Air Reserve Base, Georgia.[81] Although the specific aircraft was destined for the Royal Air Force, the US Air Force subsequently determined that the -30 variant of the C-130J would be the model of choice for most of its new Hercules aircraft. The additional 15 feet of fuselage of the stretched J-model would allow transport of 8 pallet positions instead of 6, 24 containerized delivery system bundles rather than 16, and 92 paratroops rather than 64.[82]

4 June 1996 — The standard J-model C-130 completed its inaugural flight, taking off from Dobbins Air Reserve Base, Georgia.[83]

25-27 June 1996 — 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.[84]

4 August 1996 — 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.[85]

Following the terrorist attack on American forces in Dhahran, Saudi Arabia, at the Khobar Towers housing complex, KC-135 crews and support personnel joined in to move tanker operations from Riyadh to Prince Sultan Air Base. The relocation was part of the Desert Focus operation to move US military personnel to more secure surroundings.

Reflecting on the conditions at Prince Sultan Air Base, Saudi Arabia, the tanker airlift control element commander reported that "When we arrived, nothing was here." A tent city quickly emerged to house tanker and other Air Force personnel as force protection concerns following the bombing of Khobar Towers led to the Desert Focus effort to consolidate military personnel at more secure locations.

5-9 August 1996

A C-17 led a flight of F-15s escorted by Russian SU-27s through Russian airspace to Savasleyka Air Base, Russia. An accompanying KC-10 facilitated the exercise. The mission was one in a series of goodwill exchange visits between Russian and American air forces.[86]

8 August 1996

The Aeronautical Systems Center announced the selection of Boeing Company's 757-200 as the large aircraft replacement for the VC-137. To the maximum extent possible, the aircraft was to be a commercial off-the-shelf jet.[87] Boeing would build four of the aircraft, which would have the designation of C-32A, to meet the requirement to move senior American and foreign officials. The jet could carry up to 45 passengers. Traveling at a cruise speed of 600 miles per hour, the C-32A could fly 4,400 miles nonstop. With a wingspan of 124.67 feet, the aircraft was 155.25 feet in length and 44.5 feet in height.[88]

2-3 September 1996

Air refueled by KC-10s and KC-135s, B-52s flew nonstop to Andersen Air Force Base, Guam, from Barksdale Air Force Base, Louisiana, and then embarked on a 13,683 nautical-mile round-trip 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.[89]

21 October 1996

To reiterate and refine the role of AMC's lead command responsibilities, Headquarters USAF announced that the Fall Corona conference of Air Force commanders had designated AMC as the lead command for air mobility standards.[90] Lead command responsibilities were codified in Air Force Policy Directive 10-21, "Air Mobility Lead Command Roles and Responsibilities," 1 May 98, the first policy directive to designate a lead command by mission area rather than by aircraft type. 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." It would "maintain in concert" with other commands "clear, detailed, and accountable standards in this mission area to ensure efficient employment and interoperability of forces." It had the lead in coordinating technical reviews of air mobility doctrine and in coordination with the other commands would "develop tactics, techniques, and procedures necessary to effect air mobility force integration," and "formulate organizational templates for operational and support forces to serve as the standard for air mobility organization."[91]

Other lead command responsibilities included management of the processes to identify requirements, development of baseline inspection and evaluation standards, and formulation of baseline training events and employment tactics. AMC would develop air mobility curricula to meet the training needs of all commands, establish logistics program standards, and in coordination with other commands establish command and control processes. It was the advocate for air mobility, planning for system-wide unique equipment as well as addressing personnel issues.[92]

A KC-135 refueled an Air Force F-15E Strike Eagle on patrol during Operation Northern Watch. In 1999, during Operation Allied Force, the requirement for air refueling support worldwide was so large that a Presidential Selected Reserve Call-up of tanker assets was necessary to support the Northern Watch mission over Iraq.

1997

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** began in April 1991 primarily 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.[93]

1 April 1997

Most CONUS C-130 units assigned to Air Combat Command or its gained units returned to Air Mobility Command.[94] (The remainder was reassigned to AETC.) The objective of the transfer was to facilitate "a seamless mobility system."[95] The distribution of C-130s to ACC and the theater commands in 1992 and 1993 while strategic airlift remained in AMC 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.[96]

1 April 1997

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. Giving the control of aircraft to the lead command responsible for overall management, officials believed, facilitated the implementation of uniform policies and procedures across the fleet and promoted conformity to the guidance. The principle that theater commands should control theater-assigned aircraft was honored in that USAFE and PACAF retained control of OSA aircraft, with the conviction that improved standardization could be achieved overseas under the theaters' oversight.[97]

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.[98]

29 April 1997

The Office of the Assistant Secretary of Defense for Public Affairs announced the award of a contract to Gulfstream Aerospace Corporation to provide two commercial passenger Gulfstream V airliners. They were designated C-37As.[99] These small, ultra-long range business jets along with the large C-32As would replace the VC-137 fleet of executive support aircraft. The C-37A could haul 12 passengers at speeds up to 664 miles per hour and had an unrefueled range of 5,300 nautical miles. The aircraft was 96.4 feet in length, 25.8 feet in height, and had a wingspan of 93.5 feet.[100]

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.[101]

23 July 1997

Ramstein Air Base, Germany, received the first delivery of the Tunner loader.[102] Realizing that "hours lost on the tarmac . . . translate into lives lost," command leaders ensured that Tunners coming off the production line were immediately deployed in support of Operation **Phoenix Scorpion II** in February 1998.[103]

The Tunner 60,000-pound loader was the number two acquisition project in AMC. It could carry up to six cargo pallets at a time, loading and unloading cargo from military and commercial aircraft.

A Tunner loader positioned humanitarian rations on a contracted 747 for Operation Sustain Hope (Allied Harbour). Commercially contracted aircraft provided an important augmentation for the military aircraft of Air Mobility Command, the Guard, and the Reserve.

Paratroopers of the Army's 82d Airborne Division along with other soldiers from Kazakhstan, Kyrgzstan, and Uzbekistan practiced jumping from C-17s at Fort Bragg, North Carolina, in preparation for Exercise CENTRAZBAT 97, the longest airdrop in history.

14-15 September 1997

Eight C-17s set the distance record for an airdrop when they flew 7,897 nautical miles from the United States to a drop zone in Kazakhstan during Exercise **CENTRAZBAT** (Central Asian Battalion) 97 on a mission lasting 19 hours and 23 minutes. The drop of Kazakh, Kyrgyz, Uzbek, and American paratroops was facilitated by 3 air refuelings from a tanker fleet consisting of 9 KC-10s and 11 KC-135s. Sixteen airlift missions to Tashkent, Uzbekistan, supported the airdrop phase of the exercise. The exercise was designed to enhance regional cooperation and increase interoperability among NATO and Partnership for Peace countries of the former Soviet Union.[104]

The C-17 was the platform for the airdrop in Exercise CENTRAZBAT 97. It could transport up to 102 paratroopers at a time.

12 October-
4 November 1997

Eighteen C-17 missions airlifted 21 MIG-29 fighters, missiles, and maintenance equipment from the former Soviet Republic of Moldova to Wright-Patterson Air Force Base, Ohio, in Operation **Pivot Sail** beginning on 19 October. Mission support flights to facilitate **Pivot Sail** began on 12 October. Altogether, five C-17s and one C-130 carried mission support, with a tanker airlift control element arriving in Moldova on 16 October. Fifteen KC-135 missions refueled the C-17s that carried the fighters. The United States acquired the MIGs under the Cooperative Threat Reduction Act of 1993, which gave the Department of Defense broad authority to eliminate weapons of the former Soviet Union.[105]

Maintenance personnel serviced a KC-10 in preparation for a refueling mission. During Phoenix Scorpion I, Extenders deployed to Europe and Diego Garcia as well as to Southwest Asia in preparation for conflict with Iraq.

19-25 November 1997

Air Mobility Command 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.[106] 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.[107]

1998

8 February-
3 March 1998

Air Mobility Command 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.[108] Like 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.[109]

During Operation Phoenix Scorpion II, Hunter Army Airfield, Georgia, served as the stage base where aircraft could be serviced and aircrews changed. By updating the aircrew status board, the stage manager could determine which crewmembers were available to alert for flying duty.

Tanker airlift control elements deployed to Southwest Asia during Operation Phoenix Scorpion II to facilitate airfield operations. At Thumrait Air Base, Oman, a TALCE member conferred with the crew of a departing C-5.

In Operation Phoenix Scorpion II, services personnel set up a field kitchen in Southwest Asia to feed 400 deployed personnel.

Installation of a quick reaction satellite antenna gave deployed forces in Southwest Asia direct commutations with planners in the United States during Operation Phoenix Scorpion II.

2 June 1998

The first production-modified KC-135 Pacer CRAG (Compass, Radar, and Global Positioning System) aircraft (tail number 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 eliminate the aircrew navigator.[110]

(Top) For close to half a century, the navigator had been an integral member of the KC-135 crew of four, but technological advancements in the cockpit would lead to the elimination of the position in the early 21st century.

(Right)In 1999, AMC began to deploy KC-135s modified with the Pacer CRAG (Compass Radar and Global Positioning System) upgrades that eliminated the need for navigators on board.

The Air Force's first C-32A began flying operational missions in support of the Executive Branch of the Federal Government during June 1998.

19 June 1998

Following Air Force acceptance on 29 May 1998 and post-delivery modification, the first of four C-32As (tail number 98-0002) arrived at its operational wing, the 89th Airlift Wing at Andrews Air Force Base, Maryland. The aircraft's state-of-the-art engines and advanced wing design made it one of the quietest, most fuel-efficient jetliners available. Together with the C-37A, the C-32A replaced the VC-137 fleet of support aircraft used to transport the vice president, cabinet members, and other dignitaries.[111]

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.

7 August 1998

Islamic terrorists linked to Usama Bin Laden simultaneously bombed the American embassies in Nairobi, Kenya, and Dar-es-Salaam, 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.[112]

21 September-
12 October 1998

On 21 September, Hurricane **Georges** began making multiple landfalls in 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.[113] 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.[114] 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.[115]

(Top) A KC-10 unloaded lumber at Naval Air Station Roosevelt Roads, Puerto Rico, in the aftermath of Hurricane Georges. Designed as an advanced tanker-cargo aircraft, the cargo role of the KC-10 became more pronounced after AMC was activated.

(Left) A US Federal Protection Service officer rode off a C-5 at Naval Air Station Roosevelt Roads, Puerto Rico, to help secure areas ravaged by Hurricane Georges.

1 October 1998

The Defense Courier Service was reassigned to AMC from US Transportation Command. The reassignment addressed the Transportation Command's concerns that all members of the service, even those in the field at the execution level, were counted as unified headquarters management personnel, a definition that could prove detrimental to manning at US Transportation Command headquarters.[116]

11 October-
11 November 1998

Escalating violence in Kosovo, a province of Serbia in the Federal Republic of Yugoslavia, sparked by Serbian and Yugoslavian repression of the ethnic Albanian majority resulted in mobility air forces conducting a strategic airlift dubbed **Phoenix Duke** because a NATO campaign against Yugoslavia seemed imminent. KC-135s and KC-10s deployed to support Joint Task Force **Silver Anvil** in the looming conflict. Yugoslavian acceptance of NATO terms ended the immediate threat of war, and the tankers returned to home station. Airlift operations supported the subsequent peacekeeping mission.[117]

14 October 1998

On 14 October 1998, the Air Force accepted the first C-37A (tail number 97-0400), a military version of the Gulfstream V business jet, from Gulfstream

A business jet modified to transport the vice president and other senior officials on special air missions, the C-37A arrived at Andrews Air Force Base, Maryland, in October 1998.

Aerospace International, and the 89th Airlift Wing took delivery of it at Andrews Air Force Base, Maryland. Along with the C-32, the C-37A replaced the VC-137s used by high-ranking government officials.[118]

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.

A C-27 Spartan landed at the dirt airstrip at Mocoron, Honduras, with relief supplies to aid refugees from Hurricane Mitch. From hub locations in Central America, it flew to outlying areas to deliver humanitarian cargo. Soon after participating in Hurricane Mitch relief operations, the C-27 was retired from the Air Force inventory.

6 November 1998-19 March 1999

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.[119] 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. Donors were not charged for the airlift. Over the course of the relief effort, airlifters transported 5,500 short tons of Denton Amendment cargo.[120]

A boom operator aboard a KC-10 refueled a stealth fighter. The F-117 Nighthawk was among the aircraft AMC tankers refueled over the Atlantic during Phoenix Scorpion III and other deployments to Southwest Asia.

12-15 November 1998

After Iraq's Saddam Hussein expelled UN weapons inspectors, the National Command Authority ordered additional American forces to Southwest Asia as part of Operation **Desert Thunder**, known in AMC as **Phoenix Scorpion III**. Iraq's peace overtures led the Clinton administration to halt the deployment. During the four-day deployment, the AMC system completed 61 airlift and 196 tanker missions. Airlifters transported more than 3,000 passengers and 2,700 short tons of cargo. Tankers refueled 90 aircraft, offloading 9.3 million pounds of fuel.[121]

9-21 December 1998

At the onset of hostilities with Iraq on 16 December, Emergency Deployment Readiness Exercise **Noble Shirley**, which deployed Patriot surface-to-air defensive missile battalions to Israel, became Operation **Shining Presence**. The deployment 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.[122]

16-22 December 1998

Following release of a UN report documenting Iraq's subversion of the UN inspection program of Iraqi sites that could be used to illegally produce or store weapons of mass destruction, the National Command Authority authorized Operation **Desert Fox (Phoenix Scorpion IV)**, a series of air strikes. President Bill Clinton terminated the operation on 19 December after some 90 targets had been successfully hit. Since most of the assets were already in place, the air mobility portion of the four-day 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.[123]

Aircrews at Grand Forks Air Force Base, North Dakota, filled out paperwork as they went through the mobility processing line for Operation Phoenix Scorpion IV.

1999

17 February 1999

After accepting the first C-130Js on 28 January 1999, the Air Force took delivery of the first of the regular J-models (tail number 5454) at Keesler Air Force Base, Mississippi. It would be flown by the 403d Wing of the Air Force Reserve Command.[124]

24 March-
20 June 1999

Yugoslavian and Serbian officials violated their promise to accept the conditions NATO set in October 1998 to avoid war over Kosovo. The National Command Authority authorized 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 began 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.[125]

A KC-135 air refueled two US Air Force F-16 Falcons over northern Bosnia on a combat air patrol mission during Operation Allied Force. On occasion during the conflict, some tankers were in harm's way and had to change course due to the proximity of enemy aircraft.

A KC-135 refueled a US Air Force B-2 Spirit over the Atlantic Ocean during Operation Allied Force. The first-ever combat missions of the stealth bomber were the product of a team effort with the tanker fleet.

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.[126]

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.[127] In tribute to the role of air refueling, the Joint Forces Air Component Commander declared that "tankers turned the tide of the war."[128]

*Less visible but critical to the **Hawk** deployment was a strategic airlift from the continental United States to Germany.

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 air-refueling 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.[129] 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.[130]

Pallets of humanitarian daily rations at Dover Air Force Base, Delaware, were destined for Kosovar Albanian refugees in Albania and the Former Yugoslav Republic of Macedonia during Operation Sustain Hope (Allied Harbour).

Due to the rudimentary airfield conditions at Tirana's Rinas Airport, the C-17 was the ideal candidate to deploy the large loads required by Task Force Hawk in Albania during Operation Allied Force. Apache helicopters and multiple launch rocket system components were among the cargo carried by the strategic airlifter.

(Top) Air Force and US Army assets made for congestion on the flightline at Rinas Airport, Tirana, Albania, during Operation Allied Force. In this instance, the crowding was due to the convergence of the Task Force Hawk deployment, other Allied Force commitments, and the humanitarian relief effort directed by Joint Task Force Shining Hope, but congestion was often both the normal condition at contingency locations and a source of interservice friction.

(Left) Deployed force protection personnel moved a defensive fighting position along the flightline at Rinas Airport in Tirana, Albania, to protect Task Force Hawk and Joint Task Force Shining Hope during Operation Allied Force.

*The number of 160 tankers deployed is frequently cited, but the 160th tanker was actually deployed for Operation **Joint Forge**. Interview (U), Robert deV. Brunkow, AMC/HO, with Maj Jeffrey Deem, AMC TACC/XOOKC, 29 Mar 00.

18 September 1999-ongoing

AMC began a strategic airlift for Operation **Stabilise**. Unwillingly annexed by Indonesia in 1975, the people of the former Portuguese colony of East Timor voted for independence in August 1999 after decades of strife between advocates of self-determination and those favoring absorption into Indonesia. In response, pro-Indonesian forces intensified their campaign of repression that killed many and drove hundreds of thousands into exile. AMC and its air reserve component assets assisted the UN's International Force in East Timor by 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 tanker airlift control elements 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.[131]

1 October 1999

DEPLOYING AVIATION FORCES FOR ROTATION 1 OF THE EAF[132]
1 October 1999

	AEF 1	AEF 2	AEW
Active Duty	92 ARW 317 AG	319 ARW 317 AG 375 AW	19 ARG 317 AG
Air National Guard	123 AW 179 AW 107 ARW 186 ARW	153 AW 145 AW 101 ARW 108 ARW 134 ARW 155 ARW 171 ARW	
Air Force Reserve Command	514 AMW (Associate Wing) 913 AW 934 AW		

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**. Following the end of the Cold War, the Air Force lost two-thirds of its forward bases and one-third of its personnel, but by the mid-1990s four times as many personnel were deployed overseas as in the late 1980s.[133]

To solve this dilemma of the new world order, the Air Force organized 10 Aerospace Expeditionary Forces (AEFs) under the EAF concept. Each AEF, consisting of active-duty, Reserve and Guard resources, was designed to provide a quick and clearly defined response that could be tailored in various-sized packages for a wide range of air power scenarios. Officers and airmen assigned to each AEF were liable for a 90-day,* steady-state deployment every 15 months. During their 90-day periods of eligibility, personnel either deployed as members of the two on-call AEFs or remained at home station ready to deploy if a steady-state contingency requirement expanded or a new contingency demanded a response. The EAF concept was designed to give officers and airmen stability at home station and predictability for the time they would be liable for deployments overseas. Additionally, two Aerospace Expeditionary Wings (AEWs) were poised to react to "pop-up" crises. These wings, like the AEFs, alternated; they were in on-call status for periods of 90 days.[134]

AMC was both a force enabler and a force provider under the EAF. As a force enabler, AMC with its gained units furnished en route mission support, tanker air bridges, and intertheater airlift for the deploying AEFs. As a force provider, the command's air-refueling aircraft, intratheater aircraft, and combat support assets were integrated into the AEFs, and operational control of them transferred to the appropriate command when they deployed. Viewed as national assets with a myriad of responsibilities, intertheater aircraft, however, were not assigned to AEFs. While the number of aviation units allocated to AEFs was limited (see table above), virtually every AMC unit provided combat support personnel to the Aerospace Expeditionary Forces. Guard and Reserve units were also force providers, although their officers and airmen normally rotated to the overseas theaters on 15-day temporary duty assignments rather than for the 90-day tours performed by active-duty personnel. Air reserve component aircraft flown over by the first aircrews deployed were operated by successive crews for the 90-day deployment.[135]

Apart from the AEFs but integral to the EAF were the five Lead Mobility Wings (LMWs) formed entirely from AMC resources. The LMW could be called upon to send leadership and functional experts to the site of a humanitarian relief activity or other location for a non-combat, mobility-centric operation. Wing personnel eligible for deployment in 90-day rotational cycles were responsible for making on-scene assessments of air mobility requirements and arranging for the reception of follow-on forces. The 43d Airlift Wing was Lead Mobility Wing for AEFs 1 and 2.[136]

*The first rotation was an anomaly in several respects including the abbreviated 60-day period of deployment.

Airmen at Soto Cano Air Base, Honduras, loaded a water purification unit on a C-130 bound for Caracas, Venezuela, in response to flooding in South America during Operation Fundamental Response. Air transport of drinking water and water purification equipment was a frequent task after natural disasters.

2000

4 January-
10 March 2000

Heavy rains during December 1999 unleashed landslides in Venezuela with devastating results: 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.[137]

A C-5 delivered an Air Force MH-60 Pave Hawk helicopter in Mozambique for Operation Atlas Response. Through such deliveries, strategic airlifters facilitated intratheater flood relief.

1 March-
16 April 2000

Two cyclones and intervening periods of torrential rains 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.[138]

30 April-17 May 2000 Demonstrators at the Vieques Naval Training Area on the Puerto Rican island of Vieques successfully blockaded the US Navy installation in order to prevent bombing training exercises. US marshals and Federal Bureau of Investigation agents flown in on AMC missions joined local law enforcement authorities in apprehending the protestors.[139]

During the worst fire season in the western United States in decades, a C-130 dispersed fire retardant from the spouts of a modular airlift fire-fighting system (MAFFS). Fire suppression was a total force effort with the Guard and Reserve at the point of the spear: they possessed the MAFFS.

25 July-23 September 2000

The American West experienced the worst fire season in decades. Over 6.5 million acres--more than twice the annual average--were consumed by fire.To contribute to fire suppression efforts, AMC, the Guard and the Reserve, and 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 fire-fighters. 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.[140]

On the cusp of the new millennium, AMC was a leaner organization than it had been at its activation. It consisted of two numbered air forces, 12 wings, and 3 independent aviation groups. The three major organizations reporting directly to Headquarters AMC were the Tanker Airlift Control Center, the Air Mobility Warfare Center, and the Defense Courier Service. Some 58,000 officers, airmen, and civilians staffed the command. AMC could also draw on 43,500 members of the Air Force Reserve Command and 34,400 personnel from the Air National Guard. Twelve bases were controlled by AMC.[141] While it had become a smaller command, AMC had also become more focused, reorganizing to emphasize its core air mobility missions. With its acquisition of new aircraft and participation in the Expeditionary Aerospace Force, it was poised to provide the air refueling and airlift necessary to achieve national objectives in the 21st century.

At the inception of AMC, command leaders sought a new nickname to identify command-unique activities. The new term befit a new command that merged functions of older organizations whose origins lay in World War II and the Cold War. The AMC commander settled on "Phoenix" for the mythological bird that consumed itself by flame after 500 years and regenerated anew from its ashes.[142] The nickname was emblematic of the truism: organizations change, but the mission continues.

APPENDIX A

BASES BELONGING TO AMC
1 June 1992-31 December 2000

BASE	PERIOD OF ASSIGNMENT TO AMC	EXPLANATION FOR CHANGE
Altus AFB, Oklahoma	1 Jun 92-1 Jul 93	CSAF initiative to consolidate training. Transferred to AETC.[143]
Andrews AFB, Maryland	1 Jun 92-continuing	
Charleston AFB, South Carolina	1 Jun 92-continuing	
Dover AFB, Delaware	1 Jun 92-continuing	
Fairchild AFB, Washington	1 Jul 94-continuing	CSAF-directed tanker realignment to consolidate KC-135s at core bases.[144] Implement the objective wing one base-one wing-one boss concept. Transferred from ACC.
Grand Forks AFB, North Dakota	1 Oct 93-continuing	Implement the objective wing one base-one wing-one boss concept[145] following CSAF-directed tanker realignment to consolidate KC-135s at core bases. Transferred from ACC.
Grissom AFB, Indiana	1 Jun 92-30 Sep 94	Base Realignment and Closure (BRAC) action. Transferred to Air Force Reserve.[146]
Hurlburt Field, Florida	1 Jun 92-1 Oct 92	CSAF-directed realignment to implement the objective wing one base-one wing-one boss concept. Transferred to Air Force Special Operations Command.[147]

Kirtland AFB, New Mexico	1 Jun 92-1 Jan 93	Divestiture of functions not directly in support of strategic air mobility. Transferred to Air Force Materiel Command.[148]
Lajes Field, Azores, Portugal	1 Jan 92-1 Oct 93	Goldwater-Nichols Department of Defense Reorganization Act recommendation to assign units within a unified commander's theater to the theater air component. Lajes Field with its host unit transferred to ACC, the air component of US Atlantic Command.[149]
Little Rock AFB, Arkansas	1 Jun 92-1 Oct 93	Realignment of CONUS C-130s to Air Combat Command. Transferred to ACC.[150]
MacDill AFB, Florida	1 Oct 96-continuing	Implement objective wing one base-one wing-one boss philosophy following BRAC action to move tanker mission to MacDill. Transferred from ACC.[151]
Malmstrom AFB, Montana	1 Jun 92-1 Jul 94	BRAC action and CSAF-directed realignment of tankers. Tankers reassigned; base transferred to Air Force Space Command.[152]
March AFB, California	1 Jun 92-1 Apr 96	BRAC Action. Base transferred to AFRC.[153]
McChord AFB, Washington	1 Jun 92-continuing	
McConnell AFB, Kansas	1 Jan 94-continuing	Implement objective wing one base-one wing-one boss concept following CSAF-directed tanker realignment to consolidate KC-135s at core bases. Transferred from ACC.[154]

McGuire AFB, New Jersey	1 Jun 92-continuing	
Norton AFB, California	1 Jun 92-31 Mar 94	BRAC action. Base closure.[155]
Plattsburgh AFB, New York	1 Jun 92-30 Sep 95	BRAC action. Base closure.[156]
Pope AFB, North Carolina	1 Apr 97-continuing	Repatriation of CONUS C-130s to AMC. Transferred from ACC.[157]
Scott AFB, Illinois	1 Jun 92-continuing	
Travis AFB, California	1 Jun 92-continuing	

APPENDIX B

AMC NUMBERED AIR FORCES, WINGS, INDEPENDENT AVIATION GROUPS, AND AVIATION SQUADRONS
1 June 1992-1 March 2001

Unit	Action	Dates	Station	Authority AMC Special Orders
Air Rescue Service	Assigned to AMC Assigned to ACC	1 Jun 92 1 Feb 93	McClellan AFB CA	GA-4, 1 Jun 92 GA-8, 9 Dec 92 GA-14, 31 Dec 92
1st Airlift Squadron	Assigned to AMC	1 Jun 92	Andrews AFB MD	GA-2, 1 Jun 92
1st Helicopter Squadron	Assigned to AMC	1 Jun 92	Andrews AFB MD	GA-2, 1 Jun 92
2d Air Refueling Squadron	Assigned to AMC Change of Station	1 Jun 92 1 Oct 94	Barksdale AFB LA McGuire AFB NJ	GA-5, 1 Jun 92 MOXP-12, 21 Jul 94
2d Airlift Squadron	Reassigned from ACC	1 Apr 97	Pope AFB NC	GAXP-11, 31 Mar 97
3d Airlift Squadron	Assigned to AMC	1 Jun 92	Dover AFB DE	GA-2, 1 Jun 92
4th Airlift Squadron	Assigned to AMC	1 Jun 92	McChord AFB WA	GA-3, 1 Jun 92
6th Air Mobility Wing	Reassigned from ACC and Redesignated from 6 ABW Redesignated from 6 ARW	1 Oct 96 1 Jan 01	MacDill AFB FL	GAXP-16, 8 Jul 96 GAXP-7, 27 Dec 00
6th Air Refueling Squadron	Assigned to AMC Change of Station	1 Jun 92 1 Aug 95	March AFB CA Travis AFB CA	GA-5, 1 Jun 92 MOXP-2, 25 Jan 95
6th Airlift Squadron	Assigned to AMC	1 Jun 92	McGuire AFB NJ	GA-2, 1 Jun 92
6th Strategic Reconnaissance Wing	Assigned to AMC Inactivated	1 Jun 92 1 Sep 92	Eielson AFB AK	GA-5, 1 Jun 92 GA-21, 25 Aug 92
7th Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 1 Jan 93	Carswell AFB TX	GA-5, 1 Jun 92 GA-8, 9 Dec 92
7th Airlift Squadron	Assigned to AMC Change of Station	1 Jun 92 1 Oct 93	Travis AFB CA McChord AFB WA	GA-2, 1 Jun 92 MOXP-3, 28 Sep 93
8th Airlift Squadron	Assigned to AMC	1 Jun 92	McChord AFB WA	GA-3, 1 Jun 92
9th Air Refueling Squadron	Assigned to AMC Change of Station	1 Jun 92 1 Sep 94	March AFB CA Travis AFB CA	GA-5, 1 Jun 92 MOXP-10, 9 Jun 94
9th Airlift Squadron	Assigned to AMC	1 Jun 92	Dover AFB DE	GA-2, 1 Jun 92
11th Aeromedical Airlift Squadron	Assigned to AMC Redesignated 11th Airlift Squadron	1 Jun 92 1 Oct 93	Scott AFB IL	GA-3, 1 Jun 92 GAXP-18, 28 Sep 93
11th Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 1 Oct 94	Altus AFB OK	GA-5, 1 Jun 92 GAXP-31, 5 Aug 94

Unit	Action	Dates	Station	Authority AMC Special Orders
11th Airlift Squadron	Redesignated (formerly 11th Aeromedical Airlift Squadron)	1 Oct 93	Scott AFB IL	GAXP-18, 28 Sep 93
12th Airlift Flight	Reassigned from ACC	1 Apr 97	Langley AFB VA	GAXP-10, 28 Mar 97
13th Airlift Squadron	Reassigned from PACAF Inactivated	1 Oct 93 31 Mar 00	McGuire AFB NJ	GAXP-16, 28 Sep 93 GAXP-7, 27 Mar 00
14th Airlift Squadron	Assigned to AMC	1 Jun 92	Charleston AFB SC	GA-2, 1 Jun 92
15th Air Force	Assigned to AMC Change of Station	1 Jun 92 1 Jul 93	March AFB CA Travis AFB CA	GA-5, 1 Jun 92 MO-2, 28 May 93
15th Airlift Squadron	Assigned to AMC Inactivated Activated	1 Jun 92 26 Jul 93 1 Oct 93	Norton AFB CA Charleston AFB SC	GA-3, 1 Jun 92 GAXP-5, 13 Jul 93 GAXP-18, 28 Sep 93
16th Airlift Squadron	Assigned to AMC Change of Station Inactivated	1 Jun 92 1 Oct 93 29 Sep 00	Little Rock AFB AR Charleston AFB SC	GA-3, 1 Jun 92 MOXP-3, 28 Sep 93 GAXP-8, 11 Apr 00
17th Airlift Squadron	Assigned to AMC	1 Jun 92	Charleston AFB SC	GA-2, 1 Jun 92
18th Airlift Squadron	Assigned to AMC Inactivated	1 Jun 92 1 Jul 95	McGuire AFB NJ	GA-2, 1 Jun 92 GAXP-12, 25 Apr 95
19th Air Refueling Group	Redesignated from 19th Operations Group	1 Jul 96	Robins AFB GA	GAXP-14, 10 Jun 96
19th Air Refueling Wing	Assigned to AMC Inactivated	1 Jun 92 1 Jul 96	Robins AFB GA	GA-5, 1 Jun 92 GAXP-14, 10 Jun 96
19th Airlift Squadron	Reassigned from PACAF Inactivated	1 Oct 93 30 Sep 96	Travis AFB CA	GAXP-16, 28 Sep 93 GAXP-15, 10 Jun 96
20th Aeromedical Airlift Squadron	Assigned to AMC Reassigned to PACAF	1 Jun 92 1 Oct 92	Yokota AB Japan	GA-3, 1 Jun 92 GA-25, 10 Sep 92
20th Airlift Squadron	Assigned to AMC Change of Station Inactivated	1 Jun 92 1 Oct 93 31 Dec 97	Charleston AFB SC Travis AFB CA	GA-2, 1 Jun 92 MOXP-3, 28 Sep 93 GAXP-19, 24 Jul 97
21st Air Force	Assigned to AMC	1 Jun 92	McGuire AFB NJ	GA-2, 1 Jun 92
21st Airlift Squadron	Reassigned from PACAF	1 Oct 93	Travis AFB CA	GAXP-16, 28 Sep 93
22d Air Force	Assigned to AMC Inactivated	1 Jun 92 1 Jul 93	Travis AFB CA	GA-3, 1 Jun 92 GAXP-3, 14 Jun 93
22d Air Refueling Wing	Assigned to AMC Change of Station	1 Jun 92 1 Jan 94	March AFB CA McConnell AFB KS	GA-5, 1 Jun 92 MOXP-1, 7 Dec 93
22d Airlift Squadron	Assigned to AMC	1 Jun 92	Travis AFB CA	GA-3, 1 Jun 92
24th Strategic Reconnaissance Squadron	Assigned to AMC Reassigned to ACC	1 Jun 92 7 Jul 92	Eielson AFB AK	GA-5, 1 Jun 92 MO-1, 8 Jul 92

Unit	Action	Dates	Station	Authority AMC Special Orders
28th Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 15 May 94	Ellsworth AFB SD	GA-5, 1 Jun 92 GAXP-15, 25 Apr 94
30th Airlift Squadron	Assigned to AMC Reassigned to PACAF	1 Jun 92 1 Oct 93	McGuire AFB NJ	GA-2, 1 Jun 92 MOXP-3, 28 Sep 93
31st Airlift Squadron	Assigned to AMC Inactivated	1 Jun 92 14 Jan 94	Dover AFB DE	GA-2, 1 Jun 92 GAXP-6, 13 Jan 94
32d Air Refueling Squadron	Assigned to AMC Change of Station	1 Jun 92 1 Sep 94	Barksdale AFB LA McGuire AFB NJ	GA-5, 1 Jun 92 MOXP-12, 21 Jul 94
33d Air Rescue Squadron	Assigned to AMC Reassigned to PACAF	1 Jun 92 1 Feb 93	Kadena AB Japan	GA-4, 1 Jun 92 GA-8, 9 Dec 92 GA-14, 31 Dec 92
34th Combat Airlift Training Squadron	Assigned to AMC Reassigned to ACC	1 Jun 92 1 Oct 93	Little Rock AFB AR	GA-3, 1 Jun 92 GAXP-19, 28 Sep 93
36th Airlift Squadron	Assigned to AMC Reassigned to PACAF	1 Jun 92 1 Oct 93	McChord AFB WA	GA-3, 1 Jun 92 MOXP-3, 28 Sep 93
37th Air Rescue Squadron	Assigned to AMC Reassigned to ACC	1 Jun 92 1 Feb 93	F. E. Warren AFB WY	GA-4, 1 Jun 92 GA-8, 9 Dec 92 GA-14, 31 Dec 92
38th Air Rescue Squadron	Assigned to AMC Reassigned to PACAF	1 Jun 92 1 Feb 93	Osan AB Korea	GA-4, 1 Jun 92 GA-8, 9 Dec 92 GA-14, 31 Dec 92
39th Air Rescue Squadron	Assigned to AMC Reassigned to PACAF	1 Jun 92 1 Feb 93	Misawa AB Japan	GA-4, 1 Jun 92 GA-8, 9 Dec 92 GA-14, 31 Dec 92
39th Airlift Squadron	Reassigned from ACC	1 Apr 97	Dyess AFB TX	GAXP-11, 31 Mar 97
40th Airlift Squadron	Assigned to AMC Inactivated Reassigned from ACC	1 Jun 92 16 Jul 93 1 Apr 97	Pope AFB NC Dyess AFB TX	GA-2, 1 Jun 92 GAXP-6, 16 Jul 93 GAXP-11, 31 Mar 97
41st Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 15 Feb 93	Griffiss AFB NY	GA-5, 1 Jun 92 GA-22, 12 Feb 93
41st Air Rescue Squadron	Assigned to AMC Reassigned to ACC	1 Jun 92 1 Feb 93	Patrick AFB FL	GA-4, 1 Jun 92 GA-8, 9 Dec 92 GA-14, 31 Dec 92
41st Airlift Squadron	Assigned to AMC Reassigned to ACC Assigned to AMC	1 Jun 92 16 Jul 93 1 Apr 97	Pope AFB NC	GA-2, 1 Jun 92 GAXP-6, 16 Jul 93 GAXP-11, 31 Mar 97
42d Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 30 Apr 94	Loring AFB ME	GA-5, 1 Jun 92 GAXP-9, 26 Jan 94
43d Air Refueling Group	Redesignated (formerly 43 ARW) Inactivated	1 Jul 94 1 Oct 96	Malmstrom AFB MT	GAXP-16, 28 Apr 94 MOXP-1, 8 Jul 96

Unit	Action	Dates	Station	Authority AMC Special Orders
43d Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 31 Mar 95	Fairchild AFB WA	GA-5, 1 Jun 92 GAXP-8, 14 Feb 95
43d Air Refueling Wing	Activated Redesignated 43 ARG	1 Jun 92 1 Jul 94	Malmstrom AFB MT	GA-5, 1 Jun 92 GAXP-16, 28 Apr 94
43d Airlift Wing	Activated	1 Apr 97	Pope AFB NC	GAXP-11, 31 Mar 97 GAXP-12, 1 Apr 97
46th Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 8 Oct 93	K. I. Sawyer AFB MI	GA-5, 1 Jun 92 GAXP-13, 9 Sep 93
47th Airlift Flight	Reassigned from AFMC	1 Apr 97	Wright-Patterson AFB OH	GAXP-10, 28 Mar 97
50th Airlift Squadron	Assigned to AMC Reassigned to ACC Reassigned from ACC	1 Jun 92 1 Oct 93 1 Apr 97	Little Rock AFB AR	GA-3, 1 Jun 92 GAXP-19, 28 Sep 93 GAXP-11, 31 Mar 97
52d Airlift Squadron	Assigned to AMC Inactivated	1 Jun 92 30 Sep 92	Norton AFB CA	GA-3, 1 Jun 92 GA-21, 25 Aug 92
53d Airlift Squadron	Assigned to AMC Inactivated	1 Jun 92 30 Apr 93	Norton AFB CA	GA-3, 1 Jun 92 GA-26, 22 Mar 93
54th Airlift Flight	Reassigned from AETC	1 Apr 97	Maxwell AFB AL	GAXP-10, 28 Mar 97
55th Aeromedical Airlift Squadron	Assigned to AMC Reassigned to USAFE	1 Jun 92 1 Oct 92	Rhein-Main AB Germany	GA-2, 1 Jun 92 GA-25, 10 Sep 92
55th Weather Reconnaissance Squadron	Assigned to AMC Inactivated	1 Jun 92 1 Oct 93	McClellan AFB CA	GA-4, 1 Jun 92 GAXP-18, 28 Sep 93
56th Air Rescue Squadron	Assigned to AMC Reassigned to ACC	1 Jun 92 1 Feb 93	Keflavik NI Iceland	GA-4, 1 Jun 92 GA-8, 9 Dec 92 GA-14, 31 Dec 92
56th Airlift Squadron	Assigned to AMC Reassigned to AETC	1 Jun 92 1 Jul 93	Altus AFB OK	GA-3, 1 Jun 92 GAXP-1, 7 Jun 93
57th Airlift Squadron	Assigned to AMC Reassigned to AETC	1 Jun 92 1 Jul 93	Altus AFB OK	GA-3, 1 Jun 92 GAXP-1, 7 Jun 93
60th Air Mobility Wing	Redesignated (formerly 60 AW)	1 Oct 94	Travis AFB CA	GAXP-33, 9 Aug 94
60th Airlift Wing	Assigned to AMC Redesignated 60 AMW	1 Jun 92 1 Oct 94	Travis AFB CA	GA-3, 1 Jun 92 GAXP-33, 9 Aug 94
61st Airlift Squadron	Assigned to AMC Reassigned to ACC Reassigned from ACC	1 Jun 92 1 Oct 93 1 Apr 97	Little Rock AFB AR	GA-3, 1 Jun 92 GAXP-19, 28 Sep 93 GAXP-11, 31 Mar 97
62d Airlift Squadron	Assigned to AMC Reassigned to ACC	1 Jun 92 1 Oct 93	Little Rock AFB AR	GA-3, 1 Jun 92 GAXP-19, 28 Sep 93
62d Airlift Wing	Assigned to AMC	1 Jun 92	McChord AFB WA	GA-3, 1 Jun 92

Unit	Action	Dates	Station	Authority AMC Special Orders
63d Airlift Wing	Assigned to AMC Inactivated	1 Jun 92 1 Apr 94	Norton AFB CA	GA-3, 1 Jun 92 GAXP-11, 24 Feb 94
65th Support Wing	Assigned to AMC Reassigned to ACC	1 Jun 92 1 Oct 93	Lajes Field Portugal	GA-2, 1 Jun 92 GAXP-17, 28 Sep 93
66th Air Rescue Squadron	Assigned to AMC Reassigned to ACC	1 Jun 92 1 Feb 93	Nellis AFB NV	GA-4, 1 Jun 92 GA-8, 9 Dec 92 GA-14, 31 Dec 92
70th Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 1 Apr 93	Grissom AFB IN	GA-5, 1 Jun 92 GA-22, 12 Feb 93
71st Air Refueling Squadron	Reassigned from ACC Inactivated	1 Oct 93 1 Apr 94	Barksdale AFB LA	GAXP-15, 28 Sep 93 GAXP-12, 25 Mar 94
71st Air Rescue Squadron	Assigned to AMC Reassigned to ACC	1 Jun 92 1 Feb 93	Patrick AFB FL	GA-4, 1 Jun 92 GA-8, 9 Dec 92 GA-14, 31 Dec 92
75th Airlift Squadron	Assigned to AMC Reassigned to USAFE	1 Jun 92 1 Oct 93	Travis AFB CA	GA-3, 1 Jun 92 MOXP-3, 28 Sep 93
76th Airlift Squadron	Assigned to AMC Reassigned to USAFE	1 Jun 92 1 Oct 93	Charleston AFB SC	GA-2, 1 Jun 92 MOXP-3, 28 Sep 93
84th Airlift Flight	Reassigned from AFSPC	1 Apr 97	Peterson AFB CO	GAXP-10, 28 Mar 97
86th Airlift Squadron	Assigned to AMC Inactivated	1 Jun 92 1 Oct 93	Travis AFB CA	GA-3, 1 Jun 92 GAXP-18, 28 Sep 93
89th Airlift Wing	Assigned to AMC	1 Jun 92	Andrews AFB MD	GA-2, 1 Jun 92
91st Air Refueling Squadron	Assigned to AMC Change of Station	1 Jun 92 1 Oct 96	Malmstrom AFB MT MacDill AFB FL	GA-5, 1 Jun 92 MOXP-1, 8 Jul 96
92d Air Refueling Squadron	Assigned to AMC	1 Jun 92	Fairchild AFB WA	GA-5, 1 Jun 92
92d Air Refueling Wing	Reassigned from ACC and Redesignated from 92 BW	1 Jul 94	Fairchild AFB WA	GAXP-16, 28 Apr 94
93d Air Refueling Squadron	Assigned to AMC Reassigned to AETC Reassigned from AETC	1 Jun 92 1 Jul 93 31 Mar 95	Castle AFB CA Fairchild AFB CA	GA-5, 1 Jun 92 GAXP-1, 7 Jun 93 GAXP-8, 14 Feb 95
96th Air Refueling Squadron	Activated	1 Apr 94	Fairchild AFB WA	GAXP-13, 1 Apr 94
97th Air Mobility Wing	Activated Reassigned to AETC	1 Oct 92 1 Jul 93	Altus AFB OK	GA-22, 27 Aug 92 GAXP-1, 7 Jun 93
97th Air Refueling Squadron	Activated Change of Station	1 Oct 92 1 Apr 94	Malmstrom AFB MT Fairchild AFB WA	GA-23, 31 Aug 92 MOXP-7, 1 Apr 94
98th Air Refueling Squadron	Activated Inactivated	1 Apr 94 1 Jul 98	Fairchild AFB WA	GAXP-13, 1 Apr 94 GAXP-10, 6 Apr 98

Unit	Action	Dates	Station	Authority AMC Special Orders
99th Air Refueling Squadron	Assigned to AMC	1 Jun 92	Robins AFB GA	GA-5, 1 Jun 92
99th Airlift Squadron	Assigned to AMC	1 Jun 92	Andrews AFB MD	GA-2, 1 Jun 92
301st Air Refueling Wing	Assigned to AMC and Inactivated	1 Jun 92	Malmstrom AFB MT	GA-5, 1 Jun 92
305th Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 20 Aug 93	Grissom AFB IN	GA-5, 1 Jun 92 GAXP-10, 19 Aug 93
305th Air Refueling Wing	Assigned to AMC Redesignated 305 AMW	1 Jun 92 1 Oct 94	Grissom AFB IN	GA-5, 1 Jun 92 MOXP-13, 26 Aug 94
305th Air Mobility Wing	Redesignated from 305 ARW and Change of Station from Grissom AFB IN	1 Oct 94	McGuire AFB NJ	MOXP-13, 26 Aug 94
306th Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 1 Aug 94	Altus AFB OK	GA-5, 1 Jun 92 GAXP-24, 10 Jun 94
310th Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 1 Oct 94	Plattsburgh AFB NY	GA-5, 1 Jun 92 GAXP-31, 5 Aug 94
310th Airlift Squadron	Reassigned from ACC Inactivated Activated	1 Oct 97 31 Mar 99 1 Jan 01	Howard AFB Panama MacDill AFB FL	GAXP-25, 30 Sep 97 GAXP-13, 19 Jan 99 GAXP-7, 27 Dec 00
311th Airlift Flight	Activated	1 Apr 97	Offutt AFB NE	GAXP-10, 28 Mar 97
313th Tactical Airlift Group	Assigned to AMC Inactivated	1 Jun 92 15 Jan 93	RAF Mildenhall United Kingdom	GA-2, 1 Jun 92 GA-16, 10 Aug 92 GA-27, 17 Sep 92 GA-4, 15 Oct 92
314th Airlift Wing	Assigned to AMC Reassigned to ACC	1 Jun 92 1 Oct 93	Little Rock AFB AR	GA-3, 1 Jun 92 GAXP-19, 28 Sep 93
317th Airlift Group	Activated	1 Apr 97	Dyess AFB TX	GAXP-11, 31 Mar 97
317th Airlift Wing	Assigned to AMC Inactivated	1 Jun 92 18 Aug 93	Pope AFB NC	GA-2, 1 Jun 92 GAXP-6, 16 Jul 93
319th Air Refueling Wing	Reassigned from ACC and Redesignated from 319 BW	1 Oct 93	Grand Forks AFB ND	GAXP-15, 28 Sep 93
330th Flying Training Squadron	Assigned to AMC Reassigned to AETC	1 Jun 92 1 Jul 93	Castle AFB CA	GA-5, 1 Jun 92 GAXP-1, 7 Jun 93
332d Airlift Flight	Reassigned from AETC	1 Apr 97	Randolph AFB TX	GAXP-10, 28 Mar 97
340th Air Refueling Wing	Assigned to AMC Inactivated	1 Jun 92 1 Oct 92	Altus AFB OK	GA-5, 1 Jun 92 GA-22, 27 Aug 92
344th Air Refueling Squadron	Reassigned from ACC	29 Apr 94	McConnell AFB KS	MOXP-5, 30 Mar 94
349th Air Refueling Squadron	Activated	1 Jan 94	McConnell AFB KS	GAXP-1, 7 Dec 93

Unit	Action	Dates	Station	Authority AMC Special Orders
350th Air Refueling Squadron	Reassigned from ACC Change of Station	1 Oct 93 1 Jul 94	Beale AFB CA McConnell AFB KS	GAXP-15, 28 Sep 93 MOXP-8, 5 Apr 94
375th Airlift Wing	Assigned to AMC	1 Jun 92	Scott AFB IL	GA-3, 1 Jun 92
375th Flying Training Squadron	Assigned to AMC Inactivated	1 Jun 92 1 Ju1 94	Scott AFB IL	GA-3, 1 Jun 92 GAXP-17, 2 May 94
380th Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 1 Oct 94	Plattsburgh AFB NY	GA-5, 1 Jun 92 GAXP-31, 5 Aug 94
380th Air Refueling Wing	Assigned to AMC Inactivated	1 Jun 92 30 Sep 95	Plattsburgh AFB NY	GA-5, 1 Jun 92 GAXP-15, 14 Jul 95
384th Air Refueling Squadron	Assigned to AMC	1 Jun 92	McConnell AFB KS	GA-5, 1 Jun 92
436th Airlift Wing	Assigned to AMC	1 Jun 92	Dover AFB DE	GA-2, 1 Jun 92
437th Airlift Wing	Assigned to AMC	1 Jun 92	Charleston AFB SC	GA-2, 1 Jun 92
438th Airlift Wing	Assigned to AMC Inactivated	1 Jun 92 1 Oct 94	McGuire AFB NJ	GA-2, 1 Jun 92 GAXP-39, 30 Aug 94
443d Airlift Wing	Assigned to AMC Inactivated	1 Jun 92 1 Oct 92	Altus AFB OK	GA-3, 1 Jun 92 GA-22, 27 Aug 92
457th Airlift Squadron	Assigned to AMC	1 Jun 92	Andrews AFB MD	GA-3, 1 Jun 92
458th Airlift Squadron	Assigned to AMC	1 Jun 92	Scott AFB IL	GA-3, 1 Jun 92
459th Airlift Squadron	Assigned to AMC Change of Station Inactivated	1 Jun 92 15 Oct 92 1 Oct 93	Norton AFB CA March AFB CA	GA-3, 1 Jun 92 MO-2, 22 Sep 92 GAXP-13, 9 Sep 93
463d Airlift Group	Activated	1 Apr 97	Little Rock AFB AR	GAXP-11, 31 Mar 97 GAXP-12, 1 Apr 97
463d Airlift Wing	Assigned to AMC Inactivated	1 Jun 92 1 Oct 93	Dyess AFB TX	GA-3, 1 Jun 92 GAXP-19, 28 Sep 93
509th Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 1 Oct 94	Griffiss AFB NY	GA-5, 1 Jun 92 GAXP-31, 5 Aug 94
542d Crew Training Wing	Assigned to AMC Reassigned to AETC	1 Jun 92 1 Jul 93	Kirtland AFB NM	GA-3, 1 Jun 92 GAXP-1, 7 Jun 93
550th Flying Training Squadron	Assigned to AMC Reassigned to AETC	1 Jun 92 1 Jul 93	Kirtland AFB NM	GA-3, 1 Jun 92 GAXP-1, 7 Jun 93
551st Flying Training Squadron	Assigned to AMC Reassigned to AETC	1 Jun 92 1 Jul 93	Kirtland AFB NM	GA-3, 1 Jun 92 GAXP-1, 7 Jun 93
709th Air Refueling Squadron	Activated Inactivated	1 Sep 94 30 Sep 95	March AFB CA	GAXP-24, 10 Jun 94 GAXP-13, 11 May 95
712 Air Refueling Squadron	Activated Inactivated	1 Apr 94 1 Jul 96	Robins AFB GA	GAXP-13, 1 Apr 94 GAXP-14, 10 Jun 96

Unit	Action	Dates	Station	Authority AMC Special Orders
722 Air Refueling Wing	Activated Inactivated	1 Jan 94 1 Apr 96	March AFB CA	GAXP-1, 7 Dec 93 GAXP-4, 12 Jan 96
772d Airlift Squadron	Assigned to AMC Inactivated	1 Jun 92 1 Oct 93	Dyess AFB TX	GA-3, 1 Jun 92 GAXP-19, 28 Sep 93
773d Airlift Squadron	Assigned to AMC Inactivated	1 Jun 92 1 Oct 93	Dyess AFB TX	GA-3, 1 Jun 92 GAXP-19, 28 Sep 93
834th Air Base Wing	Assigned to AMC Reassigned to AFSOC	1 Jun 92 1 Oct 92	Hurlburt Field FL	GA-2, 1 Jun 92 GA-29, 22 Sep 92
905th Air Refueling Squadron	Assigned to AMC	1 Jun 92	Grand Forks AFB ND	GA-5, 1 Jun 92
906th Air Refueling Squadron	Assigned to AMC Change of Station	1 Jun 92 15 Jan 94	Minot AFB ND Grand Forks AFB ND	GA-5, 1 Jun 92 MOXP-3, 10 Jan 94
911th Air Refueling Squadron	Reassigned from ACC	29 Apr 94	Grand Forks AFB ND	MOXP-5, 30 Mar 94
912d Air Refueling Squadron	Assigned to AMC Change of Station	1 Jun 92 1 Apr 94	Robins AFB GA Grand Forks AFB ND	GA-5, 1 Jun 92 MOXP-6, 1 Apr 94
917th Air Refueling Squadron	Reassigned from ACC Inactivated	1 Oct 93 1 Jul 94	Dyess AFB TX	GAXP-15, 28 Sep 93 GAXP-16, 28 Apr 94
920th Air Refueling Squadron	Assigned to AMC Inactivated	1 Jun 92 30 Sep 92	Wurtsmith AFB MI	GA-5, 1 Jun 92 GA-25, 10 Sep 92

ENDNOTES

[1]AMC mission statement.

[2]Department of the Air Force Director of Manpower and Organization Letter 314r (U), "Air Combat Command and Air Mobility Command," 11 May 1992; Staff Summary Sheet (U), AMC (P) to CINCMAC, "Tanker/Airlift Proponency Statement," 1 May 92.

[3]AMC Special Orders (SOs) GA-1 (U), 1 Jun 92; GA-2 (U), 1 Jun 92; GA-3 (U), 1 Jun 92; GA-4 (U), 1 Jun 92; GA-5 (U), 1 Jun 92.

[4]Telecommunication (U), AMC/XPMP with AMC/HO, 2 Nov 98.

[5]Command Data Book (FOUO), AMC/IGMM, Aug 92, pp 51, 54, 69, info used is not FOUO.

[6]Speech (U), General Merrill A. McPeak, CSAF, "Stepping up to the Need for Change," 18 Sep 91; Speech (U), General Merrill A. McPeak, CSAF, "Air Mobility Command Stand-up," 1 Jun 92.

[7]Report (U), US Army Europe/PA, "The Current Conflict, A Soldier's Guide: Bosnia-Herzegovina," 28 Dec 95; Book (U), DoD, *Bosnia Country Handbook*, Dec 95, pp 2-4, 2-5; Report (U), DCI Interagency Balkan Task Force, "A Short History of the Bosnian Conflict," 21 Dec 95; History of AMC (S/NF/Declas OADR), Jun 92-Dec 94, p 234, info used is Unclassified; Briefing (U), AMC TACC/DOZ, "TACC Morning Brief, 5-13 May 94," 1 Jun 94.

[8]Message (U), USCINCEUR/ECCC to CSAF/CC, "Sarajevo Airbridge Humanitarian Airlift," 101405Z Jan 96; News Release (U), Defenselink, "Joint Task Force Provide Promise Deactivates," 1 Feb 96.

[9]Message (S/Declas OADR), CJCS to USCINCCENT, [Execute Order (U)], 261633Z Aug 92, info used is Unclassified; Message (S/NF Declas OADR), USCINCCENT/CCCC to USCENTAF Deployed, "Operation Southern Watch Execute Order (U)," 262034Z Aug 92, info used is Unclassified; Report (U), UN Security Council, "Resolution 688," 5 Apr 91; Briefing Slides (U), AMC TACC/DOX, "Saudi Deployment," 28 Aug 92; Briefing (U), AMC TACC/XOMB, "AMC Operations Summary," 27 Feb 98.

[10]Report (S/NF/Declas OADR), AMC/HO, "Global Reach in Action: The Air Mobility Command and the Deployment to Somalia (U)," 1994, pp 3-9, 136, info used is Unclassified.

[11]History of AMC (S/NF/Declas OADR), Jun 92-Dec 94, pp 117-121, info used is Unclassified; Report (U), AMC/HO, "A Chronology of Mobility Operations since January 1990," 20 Jul 95; Book (U), Daniel L. Haulman, *The United States Air Force and Humanitarian Airlift Operations, 1947-1994* (1998), p 114.

[12]History of AMC (S/NF/Declas OADR), Jun 92-Dec 94, pp 122-124, info used is Unclassified; Report (U), AMC/HO, "A Chronology of Mobility Operations since January 1990," 20 Jul 95.

[13]History of AMC (S/NF/Declas OADR), Jun 92-Dec 94, pp 122-124, info used is Unclassified; Report (U), AMC/HO, "A Chronology of Mobility Operations since January 1990," 20 Jul 95; History (U), AFRC/HO, "Brief History of the Air Force Reserve, Part 10," 10 Jul 00.

[14]AMC SO GA-25 (U), 10 Sep 92; Message (U), AMC/XP to PACAF/XP/SG, "AMC Programming Plan (PPlan), C-9 Transfer to USAFE and PACAF," 061630Z Oct 92; Message (U), USAF/XO to AMC/CV, "AF MAJCOM Assignment for OCONUS Aeromedical Forces," 282100Z Jul 92.

[15]Article (U), AMC/PA, "Air Force Activates First Air Mobility Wing," AMC News Service, Sep 92, p 3; Point Paper (U), AMC/XPPI, "Altus Air Mobility Wing (AMW)," 2 Jun 92; AMC Programming Plan 92-1 (U), "Altus AFB Air Mobility Wing," 2 Jun 92.

[16]AMC Programming Plan 92-1 (U), "Altus AFB Air Mobility Wing," 2 Jun 92.

[17]Message (U), AMC/PA to AIG 7212/CC, "AMC News Service," 260900Z Apr 92; Report (U), UN Department of Public Information, "Somalia – UNOSOM I," 21 Mar 97; History of AMC (S/NF/Declas OADR), Jun 92-Dec 94, pp. 131, 147, info used is Unclassified.

[18]Message (U), AMC TACC/CC to USTRANSCOM/J3, "Continued AMC Presence in Somalia/Kenya," 032334Z May 93; Report (U), United States Institute of Peace, "Restoring Hope: The Real Lessons of Somalia for the Future of Intervention," 1994.

[19]History of AMC (S/NF/Declas OADR), Jun 92-Dec 94, pp 147, 149-152, info used is Unclassified; Article (U), AMC/PA to AIG 7212/CC, "Next Stop: Somalia," *AMC Global Reach*, Oct 93; Message (U), AMC/PA, "AMC News Service," 211908Z Dec 92; Message (U), AMC TACC to ALAMC, "CONOPS and Aircrew Brochure," 060130Z Oct 93.

[20]Report (U), AMC TACC/DOXZ to USTRANSCOM/J3-J4-ODO, [Restore Hope], 29 Apr 95.

[21]Report (U), AMC TACC/DOOT, "All Unit Reports for MC 2-4 with/without Offload," 18 May 94.

[22]AMC SO GA-8 (U), 9 Dec 92; AMC SO GA-14 (U), 31 Dec 92; ACC/AMC/PACAF/USAFE Programming Plan 93-07 (FOUO), "Air Rescue Service Transfer," 5 Nov 92, info used is not FOUO; Staff Summary (U), AMC/XP, "Air Rescue Service," 21 Jul 92; Message (U), USAF/XO to AMC/CV, "AF MAJCOM Assignment for Air Rescue Service (ARS), Forces," 282101Z Jul 92; Speech (U), General Ronald R. Fogleman, AMC/CC, "Changing Roles and Mission[s]," 1 Jun 94.

[23]AMC SO GA-24 (U), 9 Mar 93; Message (U), USAF/XO to ATC/CV, "Operational Support Airlift (OSA) Realignment," 012250Z Dec 92; Message (U), AMC/XP to USAF/FMB, "AMC Programming Plan (PPlan) 93-13, Operational Support Airlift (OSA) Realignment," 311907Z Mar 93.

[24]Fact Sheet (U), NATO AFSOUTH, "Operation DENY FLIGHT," n.d.; Fact Sheet (U), NATO AFSOUTH, "SFOR Air Component," ca 1999.

[25]Report (U), AMC/XPRA, "Delivery," ca 1999; Message (U), AMC/PA to AIG 7393, "AMC News Service," 181349Z Jun 93; Plan (U), AMC/XP, "1998 Air Mobility Master Plan," Oct 97, p 5-22.

[26]Book (U), USAF AMWC/WCLP, *C-17 First Look Aircraft System Handbook*, May 95.

[27]AMC SO GAXP-1 (U), 7 Jun 93; AMC Programming Plan 93-11 (FOUO), "Transfer of Flying Units and Altus AFB to Air Training Command," 1 Apr 93, info used is not FOUO; Memo of Agreement (U), AMC/AETC, "For Transfer and Operation of Flying Training Units and Formal Training Schools," 15 May 93; AMC SO GAXP-1 (U), 7 Jun 93; Point Paper (U), AMC/XPPF, "AETC Transfer Update," 8 Jun 93.

[28]Message (U), AMC/XP to 15 AF/CS, "AMC Programming Plan (PPlan) 94-07, C-21A/C-12F/C-12C," 151631Z Apr 94.

[29]AMC SO GAXP-3 (U), 14 Jun 93; Letter w/atch (U), AMC/XPP to ANGRC/XPM, "AMC Plan 93-09, NAF Realignment," 23 Mar 93; Oral History Interview (U), J. K. Mathews, USTRANSCOM/TCRC, and J. W. Leland, AMC/HO, with General R. R. Fogleman, CSAF, Mar 95, pp 42-43; Point Paper (U), MAC/XPE, "Numbered Air Force Drawdown," 17 Jan 91; Message (U), AMC/CC to 15AF/CC, "Interim AMC NAF Realignment Guidance," 010037Z Jul 93.

[30]AMC SO AXP-7 (U), 28 Sep 93; AMC Programming Plan 93-16 (U), "Transferring CONUS-Based C-130s to ACC," 1 Sep 93.

[31]Report (U), "Agenda and Briefing Slides: AMC/ACC Day," 28 Jun 93; Memo (U), AMC/XPP to USAF/XOFM, "AMC/ACC Interim Operating Agreement (IOA) on the C-130/Tanker Transfer," 27 Jan 94; AMC SO GAXP-15 (U), 28 Sep 93.

[32]AMC Programming Plan 94-05 (FOUO), "Transfer of KC-10A Aircraft," 1 Jun 94, info used is not FOUO; AMC Movement Order (MO) MOXP-10 (U), 9 Jun 94; AMC MO MOXP-12 (U), 21 Jul 94; AMC MO MOXP-2 (U), 2 Jan 95.

[33]Notes (U), AMC/HO, "C-130/Tanker Transfer Conference," 22 Jul 93.

[34]Message (U), AMC/PA to AIG 7393/CC, "Air Force Restructuring the Force of AMC," 281300Z May 93; AMC Programming Plan 94-06, "KC-135 Rebasing," 15 Apr 94; AMC Programming Plan 94-05, "Transfer of KC-10A Aircraft," 1 Jun 94; AMC Programming Plan 96-04 (FOUO), "Transfer of MacDill AFB FL from Air Combat Command to Air Mobility Command," 1 Jul 96, info used is not FOUO; Command Data Book (FOUO), AMC/LGMW, Aug 92, p 16, info used is not FOUO; Command Data Book (FOUO), AMC/LGMW, "Primary Mobility Aircraft," May 00, p 12, info used is not FOUO.

[35]Report (U), AMC TACC, "Morning Brief," 27 Nov 93; News Release (U), "US Air Force to Fly Fiji President to U.S.," Air Force News, 29 Nov 93.

[36]Article (U), G. W. Poindexter, "Air Force to the Rescue," *Air Force Times*, 31 Jan 94, p 3.

[37]News Release (U), AMC/PAM, "60K Loader Contract Awarded to St. Louis Firm," AMC News Service, 21 Apr 94; Staff Summary (U), AMC/XPQS to AMC/CC, "60K Loader Memo to CSAF," 29 Mar 96; Point Paper (U), AMC/XPRS, "Tunner Loader Program," 23 Mar 98.

[38]Point Paper (U), AMC/XPQA, "C-SAM/C-20H," 7 Oct 94.

[39]Article (U), AMC/PA, "AMC Airlifts MRI System to Ukraine," 15 Jul 94.

[40]Staff Summary (U), MAC/XPMRO to MAC/CV, "Strategic Airlift Infrastructure in Theaters," 6 Jan 92; Staff Summary (U), MAC/XPDS to MAC/CC, "Overseas En Route Structure," 27 May 92; Report (U), ERS Study Group, "En Route Structure Staff Study," 30 Jun 93; AMC Programming Plan 93-26 (FOUO), "En Route System Restructure," 1 Oct 93, info used is not FOUO.

[41]AMC SO GAXP-20 (U), 27 May 94.

[42]AMC Programming Plan 98-01 (FOUO), "640th Air Mobility Support Squadron, Howard AFB, Panama, Inactivation," 17 Aug 98, info used is not FOUO; AMC SO GAXP-14, 10 Feb 99.

[43]Ibid; AMC SO GAXP-1 (U), 9 Oct 96; AMC SO GAXP-5 (U), 23 Dec 96; AMC SO GAXP-2 (U), 15 Oct 97.

[44]AMC SO GA-19 (U), 4 Feb 93; AMC SO GA-30 (U), 24 May 93; AMC SO GAXP-5 (U), 10 Jan 94;AMC SO GAXP-20 (U), 27 May 94; AMC SO GAXP-34 (U), 9 Aug 94; AMC SO GAXP-1 (U), 19 Oct 94; AMC SO GAXP-3 (U), 1 Dec 94; AMC SO GAXP-6 (U), 20 Jan 95; AMC SO GAXP-11 (U), 25 Apr 95; AMC SO GAXP-13 (U), 13 May 96; AMC SO GAXP-24 (U), 4 Sep 97; AMC SO GAXP-3 (U), 8 Nov 00.

[45]AMC SO GAXP-30 (U), 21 Jul 94; White Paper (U), AMC/XP, "In Support of Global Reach," Aug 94.

[46]History (U), 60 AMW/HO, *Operation Support Hope: An Air Force Humanitarian Airlift to Rwanda via Entebbe, Uganda* (1995), passim; History of AMC (S/NF/Declas OADR), Jun 92-Dec 94, p 193, info used is Unclassified; Article (U), USTRANSCOM/PA, "Support Hope Ends Chapter," *Command Post*, 28 Oct 94, p 3; Briefing (U), USEUCOM, "JTF Support Hope After Action Review," ca Oct 94; Ltr (U), USTRANSCOM/J-3/J-4 to USTRANSCOM/CC, "CINCEUR Hotwash of Rwanda to SECDEF Perry," ca Oct 94; Report (U), AMC/XOCZR, [Monthly MAIRS Statistics], 1994; Briefing (U), AMC TACC/XOCB, "1000L Provide Assistance Update," 26 Jul 94; Plan (U), AMC TACC/XOOX, "Support Hope Aircrew Brochure Change One," 8 Aug 94; Plan (U), AMC TACC/XOOX, "AMC Aircrew Handout Number One," 2 Aug 94.

[47]Report (U), AMC TACC/XO, "Operations Summary Briefing Data: JCS Exercise Peacekeeper 94," 30 Aug 94; Article (U), Wayne V. Hall, "American, Russian Units to Focus on Joint Training," *European Stars and Stripes*, 2 Sep 94, p 3; Article (U), W. V. Hall, "Troops Back from Exercise in Russia," *European Stars and Stripes*, 14 Sep 94, p 3.

[48]History of AMC (S/NF/Declas OADR), Jun 92-Dec 94, pp 156, 163-164, 168, info used is Unclassified; Point Paper (S/Declas OADR), AMC/XOOX, "Phoenix Shark CONOPS (U)," 12 Sep 94, info used is Unclassified; History (U), 10th Mountain Division Home Page, "History of the 10th Mountain Division," 3 Apr 97; Fact Sheet (U), USACOM/PA, "Operation Restore Democracy," 12 Mar 96.

[49]JULLS Report 32853-20533, AMC/DOOO, "Summary--HQ AMC Operation UPHOLD DEMOCRACY Final After Action Report," 1995; Report (U), AMC TACC/XOCZR, "Totals for Uphold Democracy," 1995.

[50]News Release (U), ASD/PA, "U.S. Forces in Haiti Return Tomorrow: Fairwinds Continues," 16 Apr 96; News Release (U), Captain Andy White, USSGH/PA, "Dateline: Haiti--US UNMIH Personnel Return to Home Bases; Bi-lateral Operations Fairwinds Continues," 17 Apr 96; Report (U), Latin America Working Group, "Just the Facts: U.S. Support Group Haiti," ca 1999; Memorandum 177-M (U), US Department of Defense, "Memorandum for Correspondents," Defenselink, 19 Aug 96; Article (U), "Last U.S. Military Plane Leaves Haiti, Marking End of Permanent Mission," *Roswell Daily Record Online*, 20 Jan 00; Article (U), Jim Garamone, "U.S. Support of Haiti Continues, Despite Change," American Forces Information Service, 23 Sep 99.

[51]Letter w/atchs (S/Declas OADR), AMC/XP to AMC/CV, "Command Relationship for Uphold/ Maintain Democracy (U)," 3 Oct 94 info used is Unclassified; JULLS Report 91654-63901 (U), AMC TACC/XOOZ, "Command and Control of C-130 Aircraft Needs Clarification," ca 1994; JULLS Report 92129-94401 (U), AMC TACC/XOOX, "C-130 Scheduling, Support, and Command and Control Not Centralized," ca 1994; E-Mail (U), Maj M. Okyen, AMC/XPD, to Lt Col D. Fadok, AMC/XP, "War," 22 Sep 94; History of AMC (S/NF/Declas OADR), Jun 92-Dec 94, p 177, info used is Unclassified.

[52]History of AMC (S/NF/Declas OADR), Jun 92-Dec 94, p 169; info used is Unclassified.

[53]Ibid, p 178.

[54]Article (U), "89th AW Crew Participates in Historic Mission," *Capital Flyer*, 30 Sep 94, p 1; Message (U), 89AW/CC to AMC/CC, "Uphold Democracy Sitrep--Sam Fox Style," 160245Z Oct 94.

[55]News Release (U), Lockheed Martin Aeronautics Company, "C-130J Hercules: Chronology," 2000.

[56]AMC SO GAXP-30 (U), 21 Jul 94; AMC SO GAXP-33 (U), 9 Aug 94; AMC Programming Plan 94-10 (U), "Inactivation of Air Combat Camera Service," 1 Jul 94; Memo (U), AMC/XP to AMC/ Command Section, "Combat Camera," 16 Jun 92.

[57]Interview (U), Robert deV. Brunkow, AMC/HO, with Major General William Welser, AMWC/ CC, 7 Dec 98; Interview (U), Robert deV. Brunkow, AMC/HO, with Lieutenant Colonel Robert Bruno, AMWC/CCE, 7 Dec 98.

[58]AMC SO GAXP-37 (U), 17 Aug 94; Pamphlet (U), AMWC, "Air Mobility Warfare Center," ca 1 Oct 94; AMWC Time Line, attachment to Staff Summary (U), AMC/XPMRO to AMC/CC, "Acceleration of Air Mobility Warfare Center (AMWC) Organization Actions," 13 Apr 94; Message (U), AMC/CV to USAF/XOF, "PCR-94-03, Standup of USAF Air Mobility Warfare Center (AMWC) at McGuire AFB, NJ," 122148Z Jan 94; AMC SO GAXP-11 (U), 31 Mar 97.

[59]AMC SO GAXP-37 (U), 17 Aug 94; AMC SO GAXP-2 (U), 21 Nov 94; Report (U), Air Mobility Warfare Center Home Page, "History," ca 1998.

[60]Letter (U), William J. Clinton to Congress, "Letter from President Clinton to Congress on Iraq," 28 Oct 94; Notes (U), R. deV. Brunkow, AMC/HO, "Commander's Call," 12 Oct 94; Report (U), AMC/HO, "A Chronology of Mobility Operations since January 1990," 20 Jul 95; Report (U),

AMC TACC/XOCZR, [Vigilant Warrior MAIRS Totals], 1995; Report (U), AMC TACC/XOCZR, [Vigilant Warrior VWHIST Report], 1995.

[61]Article (U), AMC/PA, "A New Era of Airlift," *AMC Global Reach*, Nov 94, pp 3-4; Article (U), "C-17 Makes History in Gulf Region," *AMC Update*, 27 Oct 99.

[62]Article (U), Mack Thompson, "Sapphire's Hot Glow," *Time*, 5 Dec 94, pp 38-40; Article (U), Carlos Holmes, "Dover C-5s 'Import' Soviet Uranium," *Delaware State News*, 24 Nov 94.

[63]Report (U), Defense Courier Service Home Page, "DCS History," n.d.; Article (U), "Defense Courier Service Returns to Air Mobility Command," Air Force News, 6 Oct 98; MAC Programming Plan 87-29 (U), "Establishment of the Defense Courier Service," 1 Sep 87; Draft USTRANSCOM Programming Plan 93-1 (U), "Establishment of the Defense Courier Service," Mar 93, attachment to Memo (U), USTRANSCOM/J8-V to Directors and Special Staff, "Establishment of the Defense Courier Service," 18 Mar 93.

[64]AMC SO AXP-2 (U), 1 Dec 92; Article (U), 22 ARW/PA, "931st ARG Stands Up Tuesday," *Contrails*, 27 Jan 95.

[65]Plan (U), AMC TACC/XOOXO, "United Shield 95 Deployment CONOPS," 13 Jan 95; Report (U), AMC TACC/XOOCZR, "Totals for United Shield," 3 Jun 95; Report (U), AMC/HO, "A Chronology of Mobility Operations since 1990," 20 Jul 95.

[66]Point Paper (U), AMC/XPQC, "C-17 Program Status and Update," 17 Apr 95; News Release (U), AMC/PA, "First C-17 Squadron Declared Operational," 17 Jan 95.

[67]Book (U), *Facts on File*, 1995, pp 136, 366, 623; Message (S/Declas OADR), CJCS to CINCUSACOM, [Execute Order (U)], 201605Z Aug 94, info used is Unclassified; Message (U), AMC TACC/XOOX to AFRES/DO, "HQ AMC TACC Operation Safe Haven Execute and Deployment Order," 251733Z Jan 95; Article (U), "Airlift of Cubans from Panama Begins," Air Force News, 31 Jan 95; Plan (U), AMC TACC/XOOXO, "Safe Passage CONOPS Organic/ Commercial Flow," 31 Jan 95; Reports (U), AMC/XOZ, "Morning Brief," 1-21 Feb 95; Interview (U), R. deV. Brunkow, AMC/HO, with Col Lawrence "Rocky" Lane, AMC/SP, 10 Oct 96.

[68]Book (U), *Facts on File*, 20 Apr 95, pp 277-278; News Release (U), AMC/PA, "AMC Support to Oklahoma City," 24 Apr 95; Report (U), AMC TACC/XOZ, "Final Report of OKC Support," 26 May 95.

[69]Article (U), Senior Airman Sherie Sams, 62 AW/PA, "McChord C-141s Support Cooperative Nugget '95," *Northwest Airlifter*, 11 Aug 95; Fact Sheet (U), NATO Public Affairs, "The Enhanced Partnership for Peace Programme," Jul 97; Staff Summary (U), AMC TACC/CV, "Cooperative Nugget 95 (CN95)," 30 May 95; Briefing (U), AMC TACC/XOC, "Operations Review," 24 Aug 95.

[70]Point Paper (U), AMC/XPQA, "VC-X (C-137 Replacement) Program," 4 Dec 95; History of AMC (S/Declas OADR), 1995, p 168, info used is Unclassified.

[71]Staff Summary w/atchs (U), AMC/XRAPD, "VC-X Cost and Operational Effectiveness Analysis (COEA)," 4 Aug 92.

[72]Article (U), Tan Vinh, "Aiding the Former Enemy: RAFB Launches 1st U.S. Humanitarian Flight to Vietnam," *Macon Telegram*, 4 Oct 95, p 1B.

[73]Article (U), "South American Drug Route Targeted," *Boston Globe*, 27 Jun 96, p 11; Report (S/Declas OADR), AMC TACC/XOO, "TACC Operations Summary Green Clover (U)," 12 Oct 95, info used is Unclassified; Report (S/Declas OADR), USTRANSCOM/J6-ODE, "USTRANSCOM Mobility Control Center Operations Summary (U)," 18 Dec 95, info used is Unclassified.

[74]Briefing (U), Senior Defense Officials, "Iraq," 17 Aug 95.

[75]Report (S/Declas OADR), AMC TACC/XOOXO, "TACC Operations Summary Vigilant Sentinel (Phoenix Illusion) (U)," 29 Aug 95, info used is Unclassified; Report (U), AMC TACC/XOMY, [Operations], 12 Mar 96.

[76]Article (U), Michael Dobbs, "Balkan Leaders Approve Bosnian Pact," *Washington Post*, 22 Nov 95, p 1; History (S/Declas OADR), USTRANSCOM/TCRC, "Joint Endeavor Strategic Mobility Chronology (U)," 12 Mar 96, info used is Unclassified; Article (U), MSgt Louis A. Arana-Barradas, "C-17 Airlifts Troops to Sarajevo," Air Force News, 11 Dec 95; Message (S/Declas 13 Dec 05), CJCS to USCINCEUR, "Execute Order for US National Main Body to Joint Endeavor (U)," 160226Z Dec 95, info used is Unclassified.

[77]Point Paper (U), AMC/XPY, "Joint Endeavor Airlift Operations," 22 Feb 96.

[78]Message (C/Releasable to NATO/Declas 21 Dec 2006), CJCS to USCINCEUR, "Execute Order for US Participation in Operation Joint Guard (SFOR) (U)," 200038Z Dec 96, info used is Unclassified; Message (C/Releasable NATO/Declas 23 Dec 2006), USCINCUSAREAU to AIG 9885, "SITREP 001 (U)," 230832Z Dec 96, info used is Unclassified; Message (C/Releasable NATO/Declas 20 Jun 08), USCINCEUR to AIG 9885, "SITREP 001 [Joint Forge (U)]," 251133Z Jun 98, info used is Unclassified.

[79]Staff Summary w/atchs (U), AMC/XPDSP to AMC/CV, "Operation Joint Endeavor Executive Lessons Learned," 16 Apr 96; Point Paper (U), AMC/XPDSP, "Doctrinal Actions Following Operation Joint Endeavor (OJE)," 21 Apr 97; Message (U), USCINCEUR/ECJ4/ECJ3 to USCINCTRANS/TCJ3-4, "Changes to Theater Airlift Planning and Scheduling Responsibilities Operation Joint Guard," 220941Z Aug 97; Plan (U), USAF, "Presentation of USAF Forces, Command and Organization of USAF Forces for Joint Operations [Little Red Book]," 1997.

[80]Senior Airman Kari Olson, 437 AW/PA, "C-17 Becomes Air Force One for Tuzla Trip," Reprinted in *AMC Global Reach*, Jan/Feb 96.

[81]News Release (U), ASC/PAM, "C-130J Hercules Launches First Flight," 8 Apr 96.

[82]Point Paper (U), AMC/PA, "C-130 Hercules," May 00.

[83]News Release, Lockheed Martin Aeronautics Company, "C-130J Hercules: Chronology," 2000.

[84]Article (U), "AMC Providing Support for Dhahran Bombing Victims," *Command Post*, 3 Jul 96, p 8; News Release (U), EUCOM/PA, "U.S. European Command Support," 26 Jun 96; Report (S/Declas X40), USTRANSCOM/TCJ3-ODE, "USTRANSCOM Mobility Control Center Operations Summary (U)," 28 Jun 96, info used is Unclassified; Article (U), "Airmen's Remains Brought Home," Air Force News, 1 Jul 96.

[85]Message (S/Declas 2 Aug 04), CJCS to USCINCCENT, "Desert Focus (U)," 040350Z Aug 96, info used is Unclassified; Article (U), "Tankers Help Lead the Way to Prince Sultan," Air Force News, 30 Aug 96; Message (S/Declas OADR), 4404 WPG/ROC to USCENTAF/CAT, "Strat Airlift for Desert Focus (Request No. 10) (U)," 240626Z Sep 96, info used is Unclassified; Briefing (U), AMC TACC/XOMB, "AMC Operations Summary (U)," 26 Aug 96; Briefing (U), AMC TACC/XOMB, "AMC Operations Summary (U)," 30 Sep 96.

[86]Letter (U), 11 AF/CC to AMC/DO, n.s., 15 Aug 96.

[87]News Release (U), ASC/PA, [Selection of B757-200], 9 Aug 96.

[88]History of 89 AW (U), Jan-Jun 98, pp 24-26.

[89]News Release (U), AMC/PA, "AMC Supports U.S. Attack to Deter Iraqi Aggression," 5 Sep 96; Briefing (U), AMC TACC/XOOK, "Desert Strike Tanker Sequence of Events," ca Sep 96; News Briefing (U), ASD/PA, "DoD News Briefing," 4 Sep 96.

[90]Message (U), USAF/XO to ACC/CV, "Fall Corona Seamless Mobility-Airlift Theater Command Control Taskings," 212116Z Oct 96. The term "airlift" rather than air mobility was employed in the announcement, but the command understood the directive to be for air mobility. Message (U), AMC/CV to USAF/XO, "Lead Command Designation for Air Mobility," 150510Z Nov 96.

[91]Air Force Policy Directive 10-21, "Air Mobility Lead Command Roles and Responsibilities," 1 May 98.

[92]Ibid.

[93]History (S/Declas OADR), USAFE/HO, "History of Combined Task Force Provide Comfort (U)," 1993, info used is Unclassified; History of AMC (S/Declas OADR), 1996, p 84, info used is Unclassified.

[94]AMC SO GAXP-11 (U), 31 Mar 97; AMC SOs AXP-4 through AXP-16 (U), 1 Apr 97; AMC SOs AXP-18 through AXP-36 (U), 9 May 97. Two Guard units transferred on 17 December 1997; AMC SO AXP-2 (U), 12 Dec 97.

[95]USAF PAD 97-2 (U), "Reorganization of CONUS C-130 Airlift Forces from ACC to AMC and AETC," 13 Jan 97.

[96]Ibid; "White Paper: A Review of Today's Airlift System," attachment to Report (U), AMC/XPDSP, "Executive Summary AMC/CC Trip to Corona: Strategic/Tactical Mobility Seam," ca Jun 96; Article (U), "Air Force Realigns Airlift," Air Force News, 23 Oct 96.

[97]AMC SO GAXP-10 (U), 28 Mar 97; Briefing (U), AF/XOF, "OSA Organizational Review," ca Sep 96; USAF PAD 97-3, "Reorganization of CONUS Operational Support Airlift (OSA)," 13 Jan 97; Article (U), "C-21 Aircraft Returns to Control of 375th Airlift Wing," *Scott Flyer*, 3 Apr 97, p 1.

[98]Instruction (U), USTRANSCOM/J3-OJ, "Operational Support Airlift User Guide," 27 Feb 98; Pamphlet 35-1 (U), "USTRANSCOM Today's Vision Leads to Tomorrow's Reality," 1 Sep 97.

[99]News Release (U), OSAD/PA, "Contracts," 29 Apr 97.

[100]Brochure (U), Gulfstream Aerospace Corporation, "U.S. Air Force/Gulfstream C-37A Key Features," ca 1997.

[101]News Release (U), 89 AW/PA, "First Lady, Ambassadors Celebrate Provide Hope's 500th Mission," AMC News Service, 19 Jun 97.

[102]Article (U), AMC/PA, "First 60K Loaders Delivered to Ramstein," AMC News Service, 24 Jul 97.

[103]Article (U), TSgt C. Ramey, "Air Mobility Modernization Key to Carrying Expeditionary Air Force," AMC News Service, 22 Oct 97; E-Mail (U), AMC/LG to AMC/XPXP, "CV Dart. CMD-800696, Prep Material for TCCC Meetings on 11-12 Mar 98," 3 Mar 98; E-Mail (U), AMC/LG to AMC/LG, "Tunner Conops Number 124," 22 Feb 98.

[104]Briefing (U), AMC TACC/XOMB, "AMC Operations Summary," 15 Sep 97; News Release (U), USACOM Public Affairs, "Exercise CENTRAZBAT '97," ca 15 Sep 97.

[105]Briefing Slides (U), AMC TACC/CC to News Media, "AMC Tanker Airlift Control Center," 9 Feb 98; Article (U), "McGuire Assists Transport of MIG-29s," *Airtides*, 26 Nov 97, pp 4-5.

[106]Article (U), "Iraq to Oust American Inspectors," W*ashington Post*, 30 Oct 97, p 1; Article (U), "Cohen: Military Action an Option," *Belleville News Democrat*, 7 Nov 97, p 5A; Article (U), "Inspectors Are Back at Work in Iraq," *St. Louis Post Dispatch*, 23 Nov 97, p A6; Briefing (U), AMC/CV, "Operation Phoenix Scorpion," Mar 98.

[107]Briefing Extract (U), AMC CSS, "Operation Phoenix Scorpion," 221500Z Nov 97; Briefing (U), AMC CSS, "Operation Phoenix Scorpion," 242300Z Nov 97; Briefing (U), AMC/CV, "Operation Phoenix Scorpion," Jan 98; Report (U), AMC TACC/XOP, "Phoenix Scorpion Mission Tracker," 25 Nov 97; News Release (U), AMC/PA, "Tail of the Scorpion: AMC Flexes Global Muscle," 8 Dec 97.

[108]Article (U), "Iraqi Ploy Keeps Arms Team Off Job," *Belleville News Democrat*, 14 Jan 98, p 5A; Article (U), "Iraq Wants Freeze on Palace Inspections," *Belleville News Democrat*, 22 Jan 98, p 5A; Article (U), "Albright: Diplomacy Nears End," *Belleville News Democrat*," 31 Jan 98.

[109]Briefing (S/Declas 26 Jan 06), AMC CSS, "Operation Phoenix Scorpion II (U)," 12 Feb 98, info used is Unclassified; Report (U), AMC TACC/XOP, "Operation Summary Phoenix Scorpion II," ca Mar 98.

[110]E-Mail (U), AMC/XPR to AMC/HO, "PACER CRAG for HO," 15 Oct 98; Article (U), "KC-135 Mod Programs to Converge Next Summer, Boosting Aging Fleet," *Inside the Air Force*, 25 Oct 98; Briefing (U), AMC/XP, "Air Mobility Modernization Overview," 22 Aug 00.

[111]History of AMC (S/Declas OADR), 1998, p 260, info used is Unclassified; History of 89 AW (FOUO), Jan-Jun 98, pp 24-25, info used is not FOUO; News Release (U), SSgt M. Dorsey, "Air Force Delivers News C-32A to Andrews," Air Force News, 25 Jun 98.

[112]Press Release (U), United States Information Agency, "Press Release on the Indictment of Bin Laden and ATEF," 4 Nov 98; Speech (U), SecState Madeleine K. Albright, "Remarks on Report of the Accountability Review Boards on the Embassy Bombings in Nairobi and Dar es Salaam," 8 Jan 99; Message (U), CJCS to SecState, "Deployment of Forces to the USCENTCOM and USEUCOM AORs to Support Kenyan and Tanzanian Embassy Emergency Response Operations," 081955Z Aug 98; Briefing (U), AMC TACC/XONB, "AMC Embassy Relief Missions," 9 Aug 98; Briefing (U), AMC TACC/XONB, "AMC Embassy Relief Missions," 12 Aug 98; News Release (U), TSgt J. Bela, "Air Force Airlifts Embassy Bomb Victims to Germany," Air Force News, 10 Aug 98; News Release (U), 2d Lt D. Huxsoll, "Bodies of 10 Americans Return Home," Air Force News, 14 Aug 98.

[113]Article (U), Center for Disease Control, "Deaths Associated with Hurricane Georges--Puerto Rico, September 1998," *Morbidity and Mortality Weekly Report*, 30 Oct 98; Article (U), EQE, "Damage Investigation: Puerto Rico," 1998.

[114]Report (U), John R. DeNicola, USTRANSCOM, "TRANSCOM Support," 28 Jul 00; Report (U), AMC/HO, "The Air Mobility Command 1998 Highlights," 1999; News Release (U), SMSgt Mindy Poist, 305 AMW/PA, "Mobility Element Coordinates Relief Flights in Puerto Rico," Air Force News, 2 Oct 98; News Release (U), SMSgt Mindy Poist, 305 AMW/PA, "Airlift Unit Unloads 3,365 Tons of Critical Hurricane Relief Cargo," Air Force News, 2 Oct 98; Message (U), 721 TALCE Deployed to AMC TACC/CC, "SITREP Number 001, for the Period 2660001 to 2662359," 24 Sep 98; Message (U), 615 AME/DIRMOBFOR to AMC/DOOM, "SITREP Number 001 for the Period 2661000Z to 267100Z," 241155Z Sep 98; Briefing (U), USTRANSCOM, "Airlift vs Sealift," 1999.

[115]Article (U), Trudy Tynan, "Government Leases Ukrainian Cargo Jet to Move Equipment to Puerto Rico," *Associated Press Online*, Oct 98; Message (U), 615 AME/DIRMOBFOR to AMC TACC/CC, "SITREP Number 012 for the Period 2771000Z to 2781000Z," 051200Z Oct 98.

[116]AMC SO GAXP-19 (U), 30 Sep 98; Draft AMC P-Plan 98-12 (U), AMC/XP, "Realignment of Defense Courier Service (DCS) from United States Transportation Command to Air Mobility Command," 1 Aug 98; Oral History (U), USTRANSCOM/TCRC and AMC/HO, "General Walter Kross: An Oral History," Oct 99.

[117]Message (S/Declas X10), CJCS to USCINCEUR, [Deployment Order (U)], 100731Z Oct 98, info used is Unclassified; Briefing (S/Declas 12 Oct 08), AMC CSS, "Operation Phoenix Duke (U)," 12 Oct 98, info used is Unclassified; Briefing (S/Declas 15 Oct 08), AMC CSS, "Operation Phoenix Duke (U)," 15 Oct 98, info used is Unclassified; Article (U), J. Perlez, "Milosevic Accepts Kosovo Monitors, Averting Attack," *New York Times*, 14 Oct 98; Message (S/Declas 11 Nov 08), JTFSA/J3 to USCINCEUR/ETCC, "SITREP 017 (U)," 110800Z Nov 98, info used is Unclassified; Report

(S/Declas OADR), USTRANSCOM/J3-ODO, "USTRANSCOM Mobility Control Center Operations Summary (U)," 2 Nov 98, info used is Unclassified.

[118]Article (U), 1st Lt D. Huxsoll, "Andrews Receives First C-37As," Air Force News, 4 Nov 98; E-Mail (U), 89 AW/HO to AMC/HO, "Historical Report," 3 Jun 99.

[119]Plan (FOUO), JFACC FWD (12 ASETF/CC), "Hurricane Mitch Relief Effort," 2 Dec 98, info used is not FOUO.

[120]E-Mail (U), AMC TACC/XOZ to AMC TACC/CC, "7 Nov--AM Report," 7 Nov 98; Report (U), DIRMOBFOR JTF-Aguila, "Hurricane Mitch Relief Effort," 28 Dec 98; Briefing (U), AMC TACC/XONB, "AMC Operations Summary," 29 Dec 98; Report (U), AMC TACC/XONCY, "Hurricane Mitch Redeploy Report," 1 Apr 99; History of AMC (S/Declas OADR), 1998, p 108, info used is Unclassified.

[121]Article (U), "Clinton Denounces Iraqi Defiance as Intolerable," *St. Louis Post Dispatch*, 14 Nov 98; Article (U), S. Erlanger, "Clinton Accepts Iraq's Promise to Allow Weapons Inspections," *New York Times*, 16 Nov 98; Briefing (S/Declas 26 Jan 08), AMC CSS, "Operation Phoenix Scorpion III (U)," 15 Nov 98, info used is Unclassified; Briefing (U), AMC TACC/XOP, "Phoenix Scorpion III," ca Dec 98.

[122]Message (S/Declas 21 Dec 08), USAFE/CAT-Dir to 3 AF/CC, [Execute Order (U)], 091426Z Dec 98, info used is Unclassified; Message (S/Declas 10 Dec 08), USCINCEUR/ETCC to JS/J3-JOD, [SITREP 001 (U)], 100800Z Dec 98, info used is Unclassified; Message (S/Declas 23 Dec 08), USCINCEUR/ETCC to JS/J3-JOD, [SITREP 007 (U)], 231000Z Dec 98, info used is Unclassified; Message (S/Declas 10 Dec 08), USAFE/CC to 16 AF/DO, "USAFE AMOCC Concept of Operations and Crew Brochure for Operation Phoenix Cedar (U)," 101954Z Dec 98, info used is Unclassified; E-Mail (U), AMC TACC/XOP to AMC TACC/XOC, "TACON of C-17s Supporting Exercise Noble Shirley," 9 Dec 98; Message (S/Declas 17 Dec 08), AMC/DO to USAFE/DO, [TACON (U)], 172010Z Dec 98, info used is Unclassified; Briefing (U), AMC/XOP, "TACON and DIRMOBFOR Policy/Doctrine Resolution," 1999; Report (U), USTRANSCOM/TCJ3-OD, [Statistics], 21 Jan 99.

[123]Article (U), Barton Gellman, "U.S. Strikes at Iraqi Targets; Impeachment Vote Delayed," *Washington Post*, 17 Dec 98; Article (U), "Clinton: Mission Accomplished," *Belleville News Democrat*, 20 Dec 98, p 5a; Report (U), USTRANSCOM/TCJ3-OD, [Mission Data], 21 Jan 99.

[124]Point Paper (U), AMC/XPJ, "C-130 Update," 31 March 1999.

[125]Report (U), SecDef William S. Cohen and Gen Henry H. Shelton, CJCS, "Report to Congress: Kosovo/Operation Allied Force After-Action Report," 31 Jan 00; Briefing (S/Declas 20 Feb 09), AMC TACC/XOP, "Operation Noble Anvil (U)," 20 Feb 99, information used is Unclassified; Briefing (S/Declas 25 Feb 09), AMC TACC/XOP, "Operation Noble Anvil (U)," 25 Feb 99, information used is Unclassified; Message (S/Declas 5 Jun 09), CJCS to USCINCEUR, [Execute Order (U)], 101650Z Jun 99, information used is Unclassified; Message (S/Declas 11 Jun 09), CJTF Noble Anvil/DIRMOBFOR to CJTF Noble Anvil, "DIRMOBFOR SITREP #70 (U)," 110700Z Jun 99, info used is Unclassified.

[126]Report (U), SecDef William S. Cohen and Gen Henry H. Shelton, CJCS, "Report to Congress: Kosovo/Operation Allied Force After-Action Report," 31 Jan 00; Report (U), AMC TACC/XOOOS, "Kosovo International Humanitarian Support Missions," 23 May 99; Report (U), US European Command, "Operation Allied Harbour/Joint Task Force Shining Hope," 25 Aug 00.

[127]Article (U),"B-2s Make Operational Debut," Air Force News, 26 Mar 99; Briefing (S/Declas 24 Mar 09), AMC CSS, "Operation Noble Anvil (U)," 24 Mar 99, info used is Unclassified.

[128]Briefing (U), Lieutenant General William Begert, USAFE/CV, "Kosovo Lessons Learned: Air Force and Air Mobility," 1999.

[129]Ibid; Report (U), AMC/XPD, "Mobility Data for the 'Air War over Serbia' Fact Sheet: A Description of the Sources of the Data and the Logic Behind the Selection of the Sources," 7 Jan 00; Spreadsheet (U), AMC TACC/XOPC, "Commercial Kosovo Missions," Jan 00; Study (S/Declas 20 Aug 09), AMC/XPD et al, "Air War Over Serbia Aerospace Power in Operation Allied Force: The Mobility Air Forces: Lessons Learned and Recommendations (U)," Aug 00, info used is Unclassified.

[130]News Release (U), ASD/PA, "Secretary Cohen Announces Presidential Reserve Call-Up," 27 Apr 99.

[131]E-Mail (U), AMC TACC/XOZ to AMC TACC/CC, "18 Sep - AM Report," 18 Sep 99; Chronology (U), United Nations Department of Public Information Technology Section, "United Nations Mission in East Timor Chronology," 1999; Chronology (U), USTRANSCOM/J3-ODR, "Notable Operations Oct 99-Sep 00," 7 Sep 00; History of AMC (S/Declas OADR), 1999, pp 166-173, info used is Unclassified; Article (U), "Military Handover," Online NewsHour, 27 Sep 99.

[132]Briefing (U), AMC/DOOO to Airlift/Tanker Association Convention, "AMC's Role in the Aerospace Expeditionary Force," Nov 99; E-Mail (U), SrA Michael Faw, 375 AW/HO, to AMC/HO, "375 AW Participation in AEF 1," 21 Sep 00; E-Mail (U), Ken Kan, AFRC/HO, to Robert Brunkow, AMC/HO, "Test of New Global Address Book," 21 Sep 00; E-mail (U), Gary Gault, NGB-PAI, to Robert Brunkow, AMC/HO, "Last Request," 21 Sep 00.

[133]Briefing (U), USAF/XOPE, "Evolving to an Expeditionary Aerospace Force: Concepts and Implementation," 5 April 1999; Briefing (U), AMC/DOOO to Airlift/Tanker Association Convention, "AMC's Role in the Aerospace Expeditionary Force," Nov 99.

[134]Fact Sheet (U), "An Introduction to the Expeditionary Aerospace Force," Air Force Link, 2000; Fact Sheet (U), "Aerospace Expeditionary Force Lead Wings," Air Force Link, 2000; Briefing (U), AMC/DOOO to Airlift/Tanker Association Convention, "AMC's Role in the Aerospace Expeditionary Force," Nov 99.

[135]See note above; News Release (U), Bob Haskell, "Air National Guard Vital to Total Expeditionary Aerospace Force," Air Force News, 27 Sep 99; News Release (U), "Aircraft, Crews to Support AEFs," AFRC News Service, 26 Aug 99.

[136]Briefing (U), AMC/DOOO to Airlift/Tanker Association Convention, "AMC's Role in the Aerospace Expeditionary Force," Nov 99; Concept of Operations (FOUO), AMC/DOX, "Expeditionary Aerospace Force Lead Mobility Wing," 1 Oct 99, info used is not FOUO.

[137]Chronology (U), USTRANSCOM/J3-ODR, "Notable Operations Oct 99-Sep 00," 7 Sep 00; Report (U), US Agency for International Development, "Venezuela Floods Fact Sheet #9 (FY 2000)," 3 Jan 00.

[138]News Release (U), U.S. Agency for International Development, "USAID Disaster Response: Flooding in Southern Africa," 21 Jun 00; News Release (U), Disaster Relief, "Mozambique Death Toll in the Thousands," 29 Feb 00; Chronology (U), USTRANSCOM/J3-ODR, "Notable Operations Oct 99-Sep 00," 7 Sep 00; Memo (U), 436 AW/CC to AMC/CC, "JTF-Atlas Response DIRMOBFOR After Action Report," 4 May 00; News Release (U), TSgt Chuck Roberts, "Final Relief Mission in Beira Ends Successfully," U. S. Air Forces in Europe News Service, 30 Mar 00.

[139]Chronology (U), USTRANSCOM/J3-ODR, "Notable Operations Oct 99-Sep 00," 7 Sep 00.

[140]E-Mail (U), Dr. Kent M. Beck, USTRANSCOM/J3-ODR, to Maj Darrell Jenkins, USTRANSCOM/CC-X, "Reserve/Guard Role in Firefighting in '00," 29 Sep 00; Briefing (U), AMC TACC/XON, "Daily Operations Summary," 14 Sep 00; Article (U), "Fire-fighting Effort Cools, Shifts to Taking Soldiers Home," Air Force News, 7 Sep 00.

[141]Command Data Book (FOUO), AMCMIF/XPME, May 00, pp 1, 40, 43, 56, info used is not FOUO

[142]History (S/Decl OADR), AMC (Provisional), Jan-May 92, p 26, info used is Unclassified.

[143]AMC SO GAXP-1 (U), 7 Jun 93; AMC Programming Plan 93-11 (FOUO), "Transfer of Flying Units and Altus AFB to Air Training Command," 1 Apr 93, info used is not FOUO.

[144]AMC SO GAXP-16 (U), 28 Apr 94; AMC Programming Plan 94-02 (FOUO), "Transfer of Fairchild AFB from ACC to AMC," 1 Mar 94, info used is not FOUO.

[145]AMC SO GAXP-15 (U), 28 Sep 93; AMC Programming Plan 93-22 (FOUO), "Grand Forks AFB ND Realignment to Air Mobility Command," 15 Sep 93, info used is not FOUO.

[146]AMC MO MOXP-13 (U), 26 Aug 94; AMC Programming Plan 92-10 (FOUO), "Inactivation of the 305 ARW and Transfer of Grissom AFB IN to the Air Force Reserve," 15 Oct 92, info used is not FOUO; History of 305 ARW (FOUO), Jul 93-Sep 94, p xii, info used is not FOUO.

[147]AMC SO GA-29 (U), 22 Sep 92; AMC Programming Plan 92-14 (FOUO), "Transfer of Hurlburt Fld FL Ownership from AMC to AFSOC," 15 Nov 92, info used is not FOUO.

[148]Report (U), Senior Airman Paul Gritton, "377th Air Base History," Kirtland Air Force Base Home Page, 10 Dec 99; AMC Programming Plan 93-08 (FOUO), "Kirtland AFB Transfer," 15 Dec 92, info used is not FOUO; Staff Summary (U), AMC/XPPI to AMC/CC, "Kirtland," 11 Sep 92.

[149]AMC SO GAXP 17 (U), 28 Sep 93; AMC Programming Plan 93-14 (U), "Lajes Field Transfer," 30 Apr 93; Staff Summary (U), USAF/XOOB to USAF/CC, "Proposed MAJCOM Transfer of Lajes Field, Portugal," 20 Nov 92.

[150]AMC SO GAXP-19 (U), 28 Sep 93; AMC Programming Plan 93-19 (U), "Little Rock AFB Transfer," 1 Sep 93.

[151]AMC SO GAXP-16 (U), 8 Jul 96; AMC Programming Plan 96-04 (FOUO), "Transfer of MacDill AFB FL from Air Combat Command to Air Mobility Command," 1 Jul 96, info used is not FOUO; Report (U), Defense Base Closure and Realignment Commission, "1995 Report to the President," 1 Jul 95.

[152]Report (U), Malmstrom Home Page, "Malmstrom Air Force Base," ca 2000; AMC SO GAXP-16 (U), 28 Apr 94; AMC Programming Plan 94-08 (U), "Malmstrom AFB Transfer," 1 Nov 94; Report (U), Defense Base Closure and Realignment Commission, "1995 Report to the President," 1 Jul 95.

[153]AMC SO GAXP-4 (U), 12 Jan 96; AMC Programming Plan 93-27 (FOUO), "March AFB Realignment," 30 Dec 93, info used is not FOUO; History of 722 ARW (U), Jan 95-Apr 96, p x.

[154]AMC MO MOXP-1 (U), 7 Dec 93; AMC Programming Plan 93-23 (FOUO), "Transfer of McConnell AFB KS from ACC to AMC," 15 Dec 93, info used is not FOUO.

[155]AMC SO GAXP-11 (U), 24 Feb 94; History of 63 AW (U), Jul-93-Mar 94, p xiv; MAC Programming Plan 91-04 (FOUO), "Base Closure: Norton Air Force Base," 31 May 91, info used is not FOUO.

[156]AMC SO GAXP-15 (U), 14 Jul 95; AMC Programming Plan 93-28 (FOUO), "Base Closure Plattsburgh AFB NY," 30 Dec 93, info used is not FOUO.

[157]AMC SO GAXP-11 (U), 31 Mar 97; AMC Programming Plan 97-05 (FOUO), "Pope AFB Ownership Transfer from Air Combat Command to Air Mobility Command," 1 Mar 97, info used is not FOUO; USAF PAD 97-2 (U), "Reorganization of CONUS C-130 Airlift Forces from ACC to AMC and AETC," 13 Jan 97.

GLOSSARY

AB	Air Base
ABW	Air Base Wing
ACC	Air Combat Command
AEF	Aerospace Expeditionary Force
AETC	Air Education and Training Command
AEW	Aerospace Expeditionary Wing
AFB	Air Force Base
AFMC	Air Force Materiel Command
AFRC	Air Force Reserve Command
AFSOC	Air Force Special Operations Command
AFSPC	Air Force Space Command
AG	Airlift Group
AMC	Air Mobility Command
AMOG	Air Mobility Operations Group
AMW	Air Mobility Wing
ANG	Air National Guard
ARG	Air Refueling Group
ARW	Air Refueling Wing
AW	Airlift Wing
BRAC	Base Realignment and Closure
BW	Bomb Wing
CONUS	Continental United States
CSAF	Chief of Staff of the Air Force

EAF	Expeditionary Aerospace Force
GPS	Global Positioning System
IFOR	Implementation Force
INS	Inertial Navigation System
KFOR	Kosovo Force
LMW	Lead Mobility Wing
NAF	Numbered Air Force
NATO	North Atlantic Treaty Organization
OADR	Originating Agency's Determination Required
OSA	Operational Support Airlift
PACAF	Pacific Air Forces
Pacer CRAG	[KC-135] Pacer Compass, Radar, and Global Positioning System
SAC	Strategic Air Command
SFOR	Sustainment Force
TACC	Tanker Airlift Control Center
TACON	Tactical Control
TALCE	Tanker Airlift Control Element
UN	United Nations
UNITAF	Unified Task Force
UNMIH	United Nations Mission in Haiti
UNOSOM	UN Operations in Somalia
USAF	United States Air Force
USAFE	United States Air Forces in Europe
USEUCOM	United States European Command
USTRANSCOM	United States Transportation Command

INDEX

Adak, Alaska, Naval Air Station, 11
aeromedical evacuation, 4, 9, 20, 29
Aerospace Expeditionary Force, 37
Air Combat Camera Service, 1, 15
Air Combat Command, 7, 9, 23
Air Education and Training Command, 8, 23
Air Force One, 20
Air Force Policy Directive 10-21, 22
air mobility element, 13
air mobility operations groups, 11
Air Mobility School, 1, 15
Air Mobility Warfare Center, 15
air mobility wing, 5
Air Rescue Service, 1, 7
airdrop, 24
Albania, 34
Alfred P. Murrah Federal Building, 17
Altus Air Force Base, Oklahoma, 5, 41
Andersen Air Force Base, Guam, 10
Andrews Air Force Base, Maryland, 28, 31, 41
Antonov 124, 29
Apache helicopters, 34
Aristide, Jean-Bertrand, 12, 13
Aviano Air Base, Italy, 11
B-2, 34
Bahrain International Airport, 11
Barksdale Air Force Base, Louisiana, 9
Ben Gurion International Airport, Israel, 11, 32
Bin Laden, Usama, 29
Boeing Company, 17, 21
Bosnia, 1, 7, 18
Brown, Ron, 23
C-9, 4
C-12, 8
C-17, 8, 16, 18, 20, 21, 24, 32
C-20H, 10
C-21, 7, 8, 23
C-27, 31
C-32A, 21, 32
C-37A, 23, 30
C-130, 9, 13, 23
C-130J, 20, 33
C-130J-30, 20
Cairo International Airport, Egypt, 11

California, 39
Capodichino Airport, Italy, 11
Carter, Jimmy, 14
Charleston Air Force Base, South Carolina, 8, 41
Chernobyl nuclear disaster, 10
Christchurch International Airport, New Zealand, 11
Clinton, Bill, 20
Comalapa Air Base, El Salvador, 31
Companion Training Program, 8
counterdrug operations, 18
Crisis Support Staff, 13
Cubans, 17
Cubi Point, Philippines, Naval Air Station, 11
Dar-es-Salaam, Tanzania, 29
Defense Courier Service, 16, 30
Denton Amendment, 31
Dhahran International Airport, Saudi Arabia, 11
Dhahran, Saudi Arabia, 20
Diego Garcia, British Indian Ocean Territory, 11
Dover Air Force Base, Delaware, 41
Durant, Michael, US Army Chief Warrant Officer, 6
Eareckson Air Force Base, Alaska, 11
Earthquakes, 9
East Timor, 36
Eielson Air Force Base, Alaska, 11
El Salvador, 31
Elmendorf Air Force Base, Alaska, 10
embassies, 29
en route system, 10, 11
Exercises:
    CENTRAZBAT 97, 24
    Cooperative Nugget, 17
    Fairwinds, 13
    New Horizons-Haiti, 13
    Noble Shirley, 32
    Peacekeeper 94, 12
Expeditionary Aerospace Force, 36, 37
Fairchild Air Force Base, Washington, 9, 41
Fifteenth Air Force, 8
Fiji, 9
fires, 39
Florida, 4
Fogleman, Ronald R., 13, 15, 17
Galena Airport, Alaska, 11
Global Reach laydown, 11
Goma, Zaire, 11
Grand Forks Air Force Base, North Dakota, 9, 41

Grissom Air Force Base, Indiana, 41
Guam, 4
Guantanamo Bay, Cuba, Naval Air Station, 11, 17
Guatemala, 31
Gulfstream Aerospace Corporation, 10, 23
Haiti, 12, 13, 14
Hawaii, 4
Hickam Air Force Base, Hawaii, 10
Honduras, 31
Howard Air Force Base, Panama, 10
Hurlburt Field, Florida, 41
Hurricane Andrew, 4
Hurricane Georges, 29
Hurricane Iniki, 4
Hurricane Mitch, 31
Hurricane Omar, 4
Idaho, 39
Incirlik Air Base, Turkey, 10
Indonesia, 36
Iraq, 3, 15, 18, 21, 22, 26, 32, 33
Israel, 11, 32
Istres Air Base, France, 11
Itazuke International Airport, Japan, 11
Johnson, H. T., 17
Joint Operational Support Airlift Center, 23
joint task forces, see operations
Kadena Air Base, Japan, 10
Kazakhstan, 16
KC-10, 9, 24
KC-135, 9, 24, 28
Keesler Air Force Base, Mississippi, 33
Kenya, 3, 16, 29
Khobar Towers, 20
Kimhae International Airport, Republic of Korea, 11
Kimpo International Airport, Republic of Korea, 11
King Abdul Aziz Air Base, Saudi Arabia, 20
King Salmon Airport, Alaska, 11
Kirtland Air Force Base, New Mexico, 42
Kosovo, 30, 33
Kunsan Air Base, Republic of Korea, 11
Kurds, 22
Lajes Field, Portugal, 10, 42
lead command, 1, 22
lead mobility wing, 37
Little Rock Air Force Base, Arkansas, 42
Lockheed Martin Aeronautics Company, 14
London/Heathrow Airport, United Kingdom, 11

Los Angeles, California, 9
MacDill Air Force Base, Florida, 9, 42
Macedonia, Former Yugoslavian Republic of, 34
magnetic resonance imaging system, 10
Malmstrom Air Force Base, Montana, 42
Manila International Airport, Philippines, 11
March Air Force Base, California, 9, 42
materiel handling equipment, 10
McChord Air Force Base, Washington, 42
McConnell Air Force Base, Kansas, 9, 16, 28, 42
McDonnell Douglas, 8
McGuire Air Force Base, New Jersey, 8, 11, 43
McPeak, Merrill A., 4, 5, 7, 10, 15
MIG-29, 25
Mildenhall, United Kingdom, Royal Air Force, 10
Misawa Air Base, Japan, 11
modular airborne fire fighting system, 39
Moldova, 25
Montana, 39
Mozambique, 38
Nairobi, Kenya, 29
Nepal, 5
Nevatim Air Base, Israel, 32
Nicaragua, 31
Norton Air Force Base, California, 43
Oklahoma City, Oklahoma, 17
Operations:
    Allied Force, 33
    Allied Harbour, 34
    Andrew, 4
    Atlas Response, 38
    Continue Hope, 6
    Deliberate Endeavor, 7
    Deliberate Forge, 7
    Deliberate Guard, 7
    Deny Flight, 7
    Desert Focus, 20
    Desert Fox, 33
    Desert Strike, 21
    Desert Thunder, 26, 32
    Falcon, 33
    Fundamental Relief, 29
    Fundamental Response, 38
    Georges, 29
    Green Clover, 18
    Iniki, 4
    Joint Endeavor, 7, 18, 19

Joint Forge, 18
Joint Guard, 18
Joint Guardian, 33
Maintain Democracy, 13
Mitch, 31
Noble Anvil, 33
Northern Watch, 22
Omar, 4
Phoenix Dart, 10
Phoenix Duke: I, 30; II, 34
Phoenix Jackal, 15
Phoenix Onyx, 16
Phoenix Scorpion: I, 26; II, 26; III, 32; IV, 33
Phoenix Shark, 12
Pivot Sail, 25
Project Sapphire, 16
Provide Assistance, 4
Provide Comfort, 22
Provide Hope, 24
Provide Promise, 1
Provide Relief, 3, 5
Resolute Response, 29
Restore Hope, 5, 6
Safe Passage, 17
Sea Signal, 17
Shining Hope, 34
Shining Presence, 32
Silver Anvil, 30
Southern Watch, 3, 15, 18, 20, 21, 26
Stabilise, 36
Support Hope, 11
Sustain Hope, 34
United Shield, 16
Uphold Democracy, 12, 13, 14
Vigilant Sentinel, 18
Vigilant Warrior, 15, 16
operational support airlift, 7, 8, 23
Osan Air Base, Republic of Korea, 10
Pacer CRAG, 28
Pacific Air Forces, 4, 9
Panama, 10, 11, 17
Partnership for Peace, 17
Patriot missiles, 26, 32
Phoenix, 40
Pisa Airport, Italy, 11
Plattsburgh Air Force Base, New York, 43
Pope Air Force Base, North Carolina, 43

Presidential Selected Reserve Call-up, 22, 35
Prince Sultan Air Base, Saudi Arabia, 11, 20
Puerto Rico, 39
Ramstein Air Base, Germany, 10, 24, 32, 34
reserve associate units, 16
Rhein-Main Air Base, Germany, 10
Richmond Air Base, Australia, 11
Rinas Airport, Albania, 34
Robins Air Force Base, Georgia, 9
Roosevelt Roads, Puerto Rico, Naval Air Station, 11, 29
Rota, Spain, Naval Air Station, 10
Russia, 21
Rwanda, 11
Savasleyka Air Base, Russia, 21
Scott Air Force Base, Illinois, 43
Serbia, 30, 33
Shemya (Eareckson) Air Force Base, Alaska, 11
Sigonella, Italy, Naval Air Station, 11
Somalia, 3, 5, 6, 16
Soto Cano Air Base, El Salvador, 31
Souda Bay, Greece, Naval Air Station, 11
South America, 18
Southwest Mobile Systems Corporation, 10
special air missions, 10
tactical control, 32, 35
Tanker Airlift Control Center, 1
tanker airlift control element, 32, 35
Taszar Air Base, Hungary, 19
terrorism, 17, 20, 29
Torrejon Air Base, Spain, 11
Totskoye, Russia, 12
training, 8
Travis Air Force Base, California, 9, 11, 43
Tunner loader, 10, 24
Twenty-First Air Force, 8
Twenty-Second Air Force, 8
Ukraine, 10
UN Operations in Somalia (UNOSOM), 5, 6, 16
Unified Task Force, 5
United Nations Mission in Haiti (UNMIH), 13
United States Air Forces in Europe, 4, 7, 9, 32, 34
Uranium, 16
US Navy, 39
US Transportation Command, 1, 16, 23, 30
USAF Air Mobility School, 1, 15
USAF Combat Air Delivery School, 15
USAF Mobility Center, 1, 15

Uzbekistan, 24
VC-137B, 14, 17, 21, 23
Venezuela, 38
Vieques Naval Training Area, 39
Vietnam, 18
Yokota Air Base, Japan, 10
Yugoslavia, 30, 33

1st Combat Camera Squadron, 15
2d Combat Camera Squadron, 15
3rd Infantry Division, 26
10th Mountain Division, 12
22d Air Refueling Wing, 28
33d Flight Test Squadron, 15
82nd Airborne Division, 13
89th Airlift Wing, 10, 28, 31
97th Air Mobility Wing, 5, 8
314th Ground Combat Readiness Evaluation Squadron, 15
403d Wing, 33
437th Airlift Wing, 8
615th Air Mobility Operations Group, 11, 15
621st Air Mobility Operations Group, 11, 15
932d Air Refueling Group, 16
1492d Air Transportation Training Flight, 15