



# **AIR FORCE RESERVE HANDBOOK FOR CONGRESS**



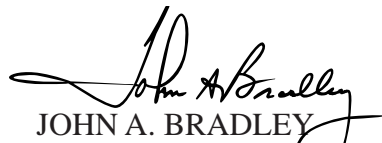
Since the end of the Cold War, the Air Force has relied upon the reserve components more than ever to meet our worldwide commitments. The events of September 11<sup>th</sup> and the ongoing Global War on Terrorism have clearly changed the way we do business, and I remain confident in the tremendous abilities of Reservists to measure up to the task. The Air Force Reserve has been there to answer the call and will continue to do so.

The Reserve provides twenty percent of the Air Force capability for a mere four percent of its budget. Our unit-equipped and associate units contribute in virtually every mission, and in some areas are the sole provider of capabilities, to include weather reconnaissance, aerial spray and space shuttle support. Reservists from communities around this great nation have answered the call following September 11<sup>th</sup> and others continue to provide humanitarian assistance, fight forest fires, and provide healthcare and medical supplies to war-torn areas around the world. The Reserve continues to explore new mission areas by expanding our participation in undergraduate pilot training, test flight support, special operations, space, information operations and the fighter reserve associate program.

Our greatest asset is our people. These citizen airmen balance the demands of their military service with their families and civilian employers. The military commitments that reservists make have a profound effect on both. There is no denying the military lifestyle; the possibility of unexpected deployments, often into areas where there is unrest, can play havoc on a family. The Air Force Reserve offers a variety of services to support military families during stressful times.

Our Reservists are long-standing members of local communities who bring us the expertise they've developed in their civilian careers. We value these contributions, as well as the partnerships we have developed with employers, and we continue to work to keep these relationships mutually beneficial.

On behalf of the men and women of the Air Force Reserve, I thank you for all you have done to show your support for our Nation's defense. With your help we can continue to focus on our priorities of people, readiness and modernization and hope that you find this handbook useful when you need information on Reserve activities and issues.

  
JOHN A. BRADLEY  
Lieutenant General, USAF  
Chief of Air Force Reserve



Lieutenant General John A. Bradley  
Chief of Air Force Reserve and  
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# Air Force Reserve Facts

The Air Force Reserve Command (AFRC), with headquarters at Robins AFB, GA, became the ninth major command of the Air Force on Feb. 17, 1997, as a result of Title XII—Reserve Forces Revitalization—in Public Law 104-201, the National Defense Authorization Act of Fiscal Year 1997. Prior to this act, the Air Force Reserve was a field-operating agency of the Air Force established on April 14, 1948.

**Mission:** To provide Citizen Airmen to defend the United States and protect its interest through Air and Space Power.

**Vision:** Citizen Airmen fully engaged in Global Vigilance, Reach and Power.

AFRC has 36 flying wings/three associated flying groups that are equipped with their own aircraft or share aircraft with an active duty unit. One space group shares the Satellite Control mission with the active force and other agencies.

Additionally, there are more than 620 mission support units in the AFRC, equipped and trained to provide a wide range of services, including medical and aeromedical evacuation, aerial port, civil engineer, security force, intelligence, communications, mobility support, maintenance, transportation operations, and many others.

## Organization

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### Office of Air Force Reserve, The Pentagon, Washington, D.C.

**Mission:** Headed by the Chief of Air Force Reserve, a Reserve lieutenant general, who is the principal adviser to the Chief of Staff of the Air Force for all Reserve matters. The Office of Air Force Reserve was established by Congress with the enactment of Public Law 90-168, "Reserve Forces Bill of Rights and Vitalization Act," on December 1, 1967. Consistent with Air Force policy, the chief of Air Force Reserve establishes Reserve policy. In addition to being a senior member of the Air Staff, he is also Commander of the Air Force Reserve Command.

### Headquarters Air Force Reserve Command Robins AFB, GA

**Mission:** Headquarters AFRC supervises the unit-training program, provides logistics support, reviews unit training, ensures combat readiness and initiates plans and programs. Within the headquarters element are divisions that provide support for operations, logistics, comptroller, administration, infrastructure and personnel.

## Numbered Air Forces:

4<sup>th</sup> Air Force,  
March Air Reserve Base, CA

10<sup>th</sup> Air Force,  
Fort Worth Naval Air Station  
Joint Reserve Base, TX,

22<sup>nd</sup> Air Force,  
Dobbins Air Reserve Base, GA

**Mission:** Act as operational headquarters for their subordinate units, providing operational, logistical, safety, and regional support for geographically separated units.

## Air Reserve Personnel Center, Denver, CO

**Mission:** Provides personnel services to all members of the Air Reserve Component. Services include assignments, promotions, career counseling and development, and retirement actions. The Air Reserve Personnel Center also manages the individual mobilization augmentee (IMA) program, the Individual Ready Reserve (IRR) program, and the Standby Reserve, and maintains master personnel records for all Guard and Reserve members not on extended active duty. In times of national need, the center would mobilize IMAs, IRR, Standby and certain categories of Air Force retirees.

## Reserve Categories

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Reservists are categorized by several criteria in either the Ready Reserve, Standby Reserve or Retired Reserve.

### Ready Reserve

Approximately 111,000 trained reservists who may be recalled to active duty to augment active forces in time of war or national emergency. Of this number, approximately 75,800 reservists are

members of the Selected Reserve who train regularly and are paid for their participation in unit or individual programs. These reservists are combat ready and can deploy to anywhere in the world.

Additionally, more than 36,400 are part of the Individual Ready Reserve. Members of the IRR continue to have a service obligation. Some may train for points only, but most do not train and are not paid. They are subject to recall if needed.

On a Presidential Reserve Call-up (PRC), the president may recall Ready Reserve personnel involuntarily (not to exceed 30,000 from IRR) from all Department of Defense components for up to 270 days if necessary. For Partial Mobilization, the president may call-up Ready Reserve personnel involuntarily for up to 24 months. For Full Mobilization, Congress has authority to call-up all Ready Reserve personnel, including the Ready, Standby and Retired populations, involuntarily for up to the duration of the war/emergency plus 6 months.

Some 24,000 Air Force reservists were called to active duty during the Persian Gulf War to work side-by-side with their active-duty counterparts. During Operations NOBLE EAGLE, ENDURING FREEDOM and IRAQI FREEDOM more than 27,500 reservists have been called to active duty.

### Standby Reserve

Comprised of Reservists whose civilian jobs are considered key to national defense, or who have a temporary disability, personal hardship or are in an inactive status. Most Standby reservists do not train and are not assigned to units. There are more than 17,400 reservists in this category.

## Retired Reserve

Retired Reserve consists of two categories: (1) officers and enlisted personnel receiving retired pay and (2) officers and enlisted personnel who have met all requirements for retired pay except for attainment of age 60.

## Reserve Training Programs

Selected Reservists train to active duty standards through the unit training or IMA training programs. Mission readiness is verified periodically, using active-force inspection criteria.

Reserve training often is scheduled to coincide with Air Force mission support needs. Since most AFRC skills are the same as those needed in peacetime or war, training often results in the accomplishment of real-world mission requirements. This mission support is a by-product of training, and benefits both the AFRC and the active force.

## Unit Training Program

Approximately 61,000 reservists are assigned to specific Reserve units. These are the people who are obligated to report for duty one weekend each month and for two weeks of annual training each year. Most work many additional days. Reserve aircrews, for example, average more than 125 duty days a year, often flying in support of national objectives at home and around the world.

Air Reserve Technicians (ARTs) are a special group of reservists who work as civil service employees during the week in the same jobs they hold as reservists on drill weekends. ARTs are the full-time backbone of the unit-training program, providing day-to-day leadership, administrative and logistical support, and operational continuity for their units. More than 9,900 reservists, approximately 13 percent of the force, are ARTs.

## Individual Mobilization Augmentee (IMA) Program

The AFRC's IMA program is made up of approximately 13,000 individual mobilization augmentees. Their mission is to augment active-duty manning by filling wartime surge requirements. IMAs were used extensively during Operations DESERT STORM and DESERT SHIELD, in the early 1990s, and the more recent Operations NOBLE EAGLE, ENDURING FREEDOM and IRAQI FREEDOM. Those IMAs represented nearly every career field within the Air Force.

Due to low second-term reenlistment rates, declining mid-grade officer manning levels, and sustained high OPTEMPO, active component Air Force intelligence relies heavily upon the Air Reserve Components' intelligence personnel to meet peacetime, surge, and wartime requirements. Comprised of Guard and Reserve unit personnel and IMAs, the Reserve intelligence force provides approximately 40 percent of the overall Air Force intelligence capability. Over half of the Air Reserve Component intelligence capability resides within the Air Force Reserve's intelligence IMA program.

The focus of Reserve Intel IMAs has changed from mobilization to direct intelligence support under the premise that the best enhancement of mobilization readiness is to do the real mission in peacetime.

Reservists who have fulfilled the active duty certification process stand watch at the National Military Joint Intelligence Center in the Pentagon and NORAD. Also, appropriately qualified Air Force Reserve IMAs fly onboard RC-135 Rivet Joint missions.



Reserve IMAs provide direct support to aircrew operations across the airlift/mobility and fighter/bomber arenas by developing foreign military capabilities studies and imagery, targeting, and foreign signals intelligence analysis. Some serve overseas in Defense Attache Offices as Reserve air attaches, representing the United States military abroad. Others are integrated fully into Air Force computer network defense and cyber watch activities.

## Reserve Associate Program

The Associate Program provides trained crews and maintenance personnel for active-duty owned aircraft and space operations.

This unique program pairs a Reserve unit with an active-duty unit to share a single set of aircraft. The result is a more cost effective way to meet increasing mission and wartime surge requirements. Associate aircrews fly C-5, C-17, KC-10, KC-135, T-1, T-6, T-37, T-38, AT-38, F-16, F-15, MC-130P, E-3, Predator, and Global Hawk aircraft. Space associate units operate Defense Meteorological Satellite Program (DMSP), Defense Support Program (DSP), Space-Based Infrared System (SBIRS) and Global Positioning System (GPS) assets. Space units also conduct C2ISR, aggressor, test and Air and Space Operations Center (AOC) activities.

**Flying Operations:** Associate units fly C-5 and C-17 transports along with KC-10 and KC-135 tanker aircraft. In the spring of 1996, the Air Force Reserve began filling aircrew and maintenance support personnel positions in the 513<sup>th</sup> Air Control Group, an E-3 unit. AFRC has expanded the scope of the associate program into additional mission areas to include the undergraduate pilot training program, associate fighter units, aggressor squadron, and flight test units integrated with the Federal Aviation Administration.

Reserve associate crews account for nearly 53 percent of the Air Force's C-5 aircrew capability and 50 percent of KC-10 aircrew capability. Reservists account for 36 percent of C-17 aircrews.

Associate units also provide aircraft maintenance personnel to maintain the active duty aircraft. AFRC provides up to 44 percent of C-5 maintenance manpower capability and 37 percent of the KC-10 maintenance manpower capability.

**Special Operations:** The 919<sup>th</sup> Special Operations Wing, Duke Field, FL, trains in one of the U.S. military's most unusual missions—special operations. Wing aircraft include MC-130E Combat Talon I aircraft equipped for use in night/adverse weather, low-level, deep penetration tactical missions. These aircraft have also been modified to conduct air-to-air refueling for special operations helicopters.

In February 2000, the 8<sup>th</sup> Special Operations Squadron (active duty) joined the 711<sup>th</sup> Special Operations Squadron at Duke Field as an active associate unit—meaning active duty personnel fly reserve-owned aircraft. The 919<sup>th</sup> Special Operations Wing manages all Talon I aircraft in the Air Force inventory. This is a first for Air Force Special Operations Command and the second time in Air Force history that an active duty unit has been associate to a Reserve unit since the EC-121 mission. The 919<sup>th</sup> SOW also flies the MC-130P aircraft (5<sup>th</sup> Special Operations Squadron), which has been modified with a dual navigator Special Operations Forces Improvement (SOFI) console which includes integrated GPS, defensive countermeasures systems, and night vision goggle-compatible lighting. The aircraft's primary mission is to conduct single-ship or formation in-flight refueling of special operations helicopters in a low to selected medium-threat environment.

On October 1, 1999, the 5<sup>th</sup> Special Operations Squadron moved to Eglin AFB, FL, to join the 9<sup>th</sup> Special Operations Squadron (active duty) as an associate Reserve unit. This marked another first in the special operations mission area.

**Space Operations:** The 310<sup>th</sup> Space Group was activated on September 1, 1997 and provides combat ready units, enabling joint air and space forces to project and defend U.S. space capabilities worldwide. Five associate units perform space operations missions. One security forces squadron was the first to deploy for Operation ENDURING FREEDOM and one squadron provides test support to NORAD and other space units. Additionally, two new Reserve associate space units, the 26<sup>th</sup> Space Aggressor Squadron and the 310<sup>th</sup> Communications Flight were activated in late 2003.

## Assigned Aircraft

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**Assigned:** 413 aircraft

**Inventory:** F-16, O/A-10, C-5A, C-9A, C-17 beginning in FY05, C-141C, C-130, MC-130, HC-130, WC-130 Weather, KC-135, B-52 bomber and HH-60 helicopter

On any given day, these aircraft are mission-ready and able to deploy within 72 hours.

If mobilized, Air Combat Command, Air Mobility Command and Air Force Special Operations Command gain these aircraft and support personnel.

## Reserve Flying and Space Units

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### Unit-Equipped Flying and Space Units

- Reserve-owned aircraft
  - Fighter & Bomber Units
  - Rescue & Special Operations Units
  - Airlift & Refueling Units
  - Satellite Operations
- Types of operation and aircraft/programs
  - Airlift: C-5A, C-9A, C-141C, C-130E/H/J
  - Personnel Recovery/Rescue: HH-60G, HC-130N/P
  - Air Refueling: KC-135E/R
  - Space: DMSP
  - Special Operations: MC-130E
  - Weather Reconnaissance: WC-130H/J
  - Bomber: B-52H
  - Fighter: F-16 C/D, A/OA-10A

### Associate Flying and Space Units

- Collocated with active duty unit
- Share aircraft/weapon system and responsibilities
- Types of operation and aircraft/programs
  - Airlift: C-5B, C-17
  - Airborne Warning: E-3 AWACS
  - Training: AT-38/T-38/T-37/T-1/T-6
  - Air Refueling: KC-10A, KC-135R

- Fighters: F-16C/D, F-15
- UAV: Predator, and Global Hawk
- Special Operations: MC-130P
- Space: DSP, GPS, AOC, test, aggressor, network security and SBIRS

## Real-World Missions

Air Force reservists are on duty today around the world carrying out the Air Force vision of Global Engagement. A proven and respected combat force, AFRC also is quick to lend a helping hand. Humanitarian relief missions may involve anything from repairing roads and schools in a small village in Central America, to airlifting badly needed supplies into a war-torn city, to rescuing the victims of nature's worst disasters.

AFRC also takes an active role in the nation's counternarcotics effort. Reservists offer a cost-effective way to provide specialized training, airlift, analysis, and other unique capabilities to local, state and federal law enforcement officials.

Real-world missions also include weather reconnaissance, rescue, international missions in support of U.S. Southern Command, aeromedical evacuation, aerial spray, and fire fighting. Also, AFRC personnel have been mobilized for up to two years and many are voluntarily participating on Aerospace Expeditionary Force deployments.

## Special Missions

The Air Force Reserve Command trains in seven special types of missions, and six of those focus on activities having peacetime applications. Besides airborne fire fighting, hurricane reconnaissance, aerial spray and rescue, two new missions were added in 1999: Air Force Flight Test Center and Functional Check Flight.

AFRC now flies test support missions at Edwards and Kirtland Air Force Bases and functional check flights on all aircraft coming out of depot maintenance.

## Fire Fighting

*731<sup>st</sup> Airlift Squadron assigned to the 302<sup>nd</sup> Airlift Wing Peterson AFB, CO*

**Mission:** Trained in the use of Modular Airborne Fire Fighting Systems (MAFFS) that help fire-fighting efforts of the U.S. Forest Service by dropping retardant chemicals or water directly onto fires. Other AFRC aircraft shuttle Forest Service personnel and equipment to fire areas when the emergency requires a swift deployment to the fire line. This increased mobility for the firefighters allows more efficient use of Forest Service resources.

## Hurricane Reconnaissance

*53<sup>rd</sup> Weather Reconnaissance Squadron assigned to the 403<sup>rd</sup> Wing Keesler AFB, MS*

**Mission:** The "Hurricane Hunters" of the 53<sup>rd</sup> Weather Reconnaissance Squadron penetrate severe storms to collect weather data using modified WC-130H/J aircraft. The info is then passed to the National Hurricane Center to assist in predicting storm tracks. The unit began their humanitarian hurricane reconnaissance mission in 1976, and provides 100 percent of the Department of Defense aircraft weather reconnaissance capability.

## Aerial Spray

*910<sup>th</sup> Airlift Wing, Youngstown-Warren Air Reserve Station, OH*

**Mission:** The only unit in the Air Force capable of aerial spray operations to control disease-carrying pests and insects.

The mission was taken over from the active force in 1973. The aerial spray mission uses a specially configured C-130, the only fixed wing aerial-spray capability in the Department of Defense. Although most of the unit's missions are initiated by the Department of Defense, its services are also requested by local, state and other federal agencies. Aerial spray missions have been flown in Puerto Rico, Panama, Guam and the Azores. In addition, the 910<sup>th</sup> Airlift Wing has formed an Oil Dispersant Working Group, and is working with industry and government agencies to test aerial spray methods of controlling major offshore oil spills in coastal waters of the United States.

## Rescue

### *920<sup>th</sup> Rescue Wing, Patrick AFB, FL*

Wing headquarters is a tenant unit located on Patrick Air Force Base, FL. The 920<sup>th</sup> Rescue Wing is the parent wing for the 39<sup>th</sup>, 301<sup>st</sup> and the 304<sup>th</sup> Rescue Squadrons. The wing is also the parent of the 305<sup>th</sup> Rescue Squadron at Davis Monthan AFB, AZ.

**Mission:** Provides trained combat search and rescue aircrews and weapons systems to support Air Combat Command taskings. Combat search and rescue is a requirement for most military contingency operations. With 29 percent of the Air Force's HH-60G helicopters and HC-130 rescue-configured aircraft in the United States, support from the 920<sup>th</sup> Rescue Wing is in constant demand. Wing crews are trained in day/night, low-level and over water missions, and often use night vision devices to enhance their rescue operations. In addition to its combat mission, the 920<sup>th</sup> Rescue Wing routinely supports Keflavik, Iceland, search and rescue requirements; provides primary rescue support for NASA space shuttle missions; launch support for the Eastern Missile Range at Cape Kennedy; assists

drug enforcement agencies in counterdrug operations; and is actively involved in civilian peacetime search and rescue within their local regions. The 920<sup>th</sup> Rescue Wing activated and deployed nearly 400 airmen in support of Operations ENDURING FREEDOM and IRAQI FREEDOM. During their tenure in Iraq, crews from the 920<sup>th</sup> Rescue Wing were credited with saving 26 lives, more than any other rescue unit in the Air Force. Some of their more daring missions included rescuing a stranded A-10 pilot who ejected from his airplane after it was hit during a mission over Baghdad, and flying deep behind enemy lines to rescue a Marine special forces team who had been pinned down north of Nasirya.

## Special Operations

### *919<sup>th</sup> Special Operations Wing, Eglin Auxiliary Field 3, FL*

**Mission:** To provide infiltration, exfiltration and resupply of special operations forces and equipment in hostile or denied territory. Secondary missions include psychological operations and helicopter air refueling. The 919<sup>th</sup> SOW supports special operations tactical missions with MC-130E aircraft equipped for use in night /adverse weather, low-level deep-penetration tactical mission. These aircraft have also been modified to conduct air-to-air refueling with special operations and rescue helicopters. The wing also flies the MC-130P aircraft, which has the Special Operations Forces Improvement (SOFI) modification. SOFI aircraft have integrated IR, Global Positioning Systems and radar for flying modified contour profiles enabling en route navigation for rendezvous with special operations helicopters in hostile territory. Both these aircraft and their reserve aircrews were mobilized for two years to support

the Global War on Terrorism and  
Operations ENDURING FREEDOM and  
IRAQI FREEDOM.



# Historical Contingency and Real-World Operations

## 1953–1990 (38 Years)

Berlin Crisis  
Vietnam War  
Cuban Missile Crisis  
Pueblo Incident  
Arab-Israeli War  
CORONET OAK—rotational deployment of C-130s to Panama and now Puerto Rico to support USSOUTHCOM airlift requirements  
Beirut Airlift  
URGENT FURY—US/multinational intervention in Grenada  
ELDORADO CANYON—US Air Force/US Navy airstrikes in Libya  
NEW HORIZONS—periodic deployments of reserve personnel to Central and South American countries for nation-building activities  
Armenia Earthquake  
JUST CAUSE—US intervention in Panama  
Hurricane Hugo Relief Effort

## 1991–2004 (14 Years)

IRAQI FREEDOM— Liberation of Iraq  
ENDURING FREEDOM— Operations in Afghanistan  
NOBLE EAGLE— Homeland Defense of the United States  
DEEP FREEZE— New Zealand to Antarctica  
GLOBAL HAWK— SW Asia  
CORONET OAK—Operations in Central America  
Global War on Terrorism  
Salt Lake City Winter Olympics— security assistance  
DESERT SHIELD/STORM—defense of Saudi Arabia/liberation of Kuwait  
VIGILANT WARRIOR—movement of US forces to Kuwait/Iraq border region  
NOMAD VIGIL—deployment of US military personnel to Albania to set up Predator UAV operating location  
JOINT ENDEAVOR—deployment of peacekeeping force to Bosnia  
JOINT GUARD—implementation of Dayton Peace Accords (Bosnia)

DENY FLIGHT—enforcement of no-fly zone over Bosnia

DECISIVE EDGE/ENDEAVOR—allied air operations over Bosnia, follow-on to DENY FLIGHT

PROVIDE COMFORT I, II—humanitarian support to Kurds in Northern Iraq

Keflavik Alert

NORTHERN WATCH—enforcement of no-fly zone over Northern Iraq

SOUTHERN WATCH—enforcement of no-fly zone over Southern Iraq

A-10 Crash Support—search for/removal of A-10 that crashed in the Rockies

ALLIED FORCE—air war over Serbia

Restore/Maintain/Uphold Democracy—movement of multi-national force to Haiti

Hurricane Andrew Relief Effort

Hurricane Bertha Relief Effort

Hurricane Felix Relief Effort

Hurricane George Relief Effort

Hurricane Marilyn Relief Effort

Hurricane Omar Relief Effort

Hurricane Opal Relief Effort

Tropical Storm Alberto Relief Effort

Typhoon Paka—Guam

RESTORE HOPE—peace-keeping/humanitarian relief operations in Somalia

PHOENIX DART—airlift phase of DESERT FOCUS

DESERT FOCUS—the movement of US forces in Saudi Arabia from Dhahran/Riyadh to Prince Sultan Air Base

North Dakota Flood Relief Effort

PHOENIX MOAT—airlift operations in support of Operation ALLIED FORCE

Korean Airline Crash in Guam

California Earthquake Relief Effort

Midwest Flood Relief Effort

Oklahoma City Bombing

PROVIDE HOPE—humanitarian relief operations to the former Soviet Union

PACIFIC HAVEN—movement of Kurdish refugees from Northern Iraq to Guam

PANAMA HAVEN—movement of Haitian refugees to Panama

DISTANT HAVEN—movement of Cuban refugees to various locations in the Caribbean

DENTON AMENDMENT

ASSURED RESPONSE—evacuation of Americans from Liberia

PROVIDE ASSISTANCE/SUPPORT HOPE—humanitarian relief operations in Rwanda

PROVIDE RELIEF—humanitarian relief operations in Somalia

UNITED SHIELD—withdrawal of UN peacekeeping force from Somalia

WALKING SHIELD—humanitarian assistance provided to American Indian tribes

USAir Flight 427 Crash

PROVIDE PROMISE—humanitarian relief operations to Bosnia (Sarajevo) ValueJet Crash

PHOENIX OVER/BACK—airlift operations in support of US forces deployed in SW Asia

SHINING HOPE—humanitarian relief operations to Kosovar refugees in Albania, Macedonia

Wildfire Support to US Forest Service in Arizona, California, Colorado, Idaho, and Utah

PHOENIX SCORPION—periodic redeployment of US forces to Kuwait and Saudi Arabia in response to Iraqi actions

FIERY VIGIL—evacuation of American personnel from Clark Air Base, the Philippines, following the eruption of Mount Pinatubo

ALASKA AIRLINES  
FLIGHT 261 CRASH

DESERT THUNDER—Military presence and capability during UN and Iraqi negotiations over weapons of mass destruction

PALMETTO GHOST—counter drug operations

PHOENIX BANNER—Presidential Support Missions

FUNDAMENTAL JUSTICE—Transport of Taliban and al-Qaida detainees to Cuba

NOBLE ANVIL—American portion of NATO Operation ALLIED FORCE in Kosovo

DELIBERATE FORGE—NATO air operation in Bosnia-Herzegovina/ follow-on to Operation DELIBERATE GUARD

FUNDAMENTAL RESPONSE—humanitarian relief operations in Venezuela

JOINT FORGE—stabilization force in Bosnia-Herzegovina/ follow-on to Operation JOINT GUARD

DESERT FOX—cruise missile attacks against Iraqi military targets

MARKET GARDEN—dropped British paratroopers over Europe in a WWII commemoration

PHOENIX ONYX— portion of Operation UNITED SHIELD, the withdrawal of UN forces from Somalia

PHOENIX PACE— Program in which AFRC associate units assumed active duty unit responsibility for a two-week period

PHOENIX SHARK— the restoration of President Jean-Bertrand Aristide to power in Haiti

Icelandic Tanker Task Force— Deployment of tankers on a rotational basis to Iceland

PHOENIX DUKE— American portion of Operation ALLIED FORCE

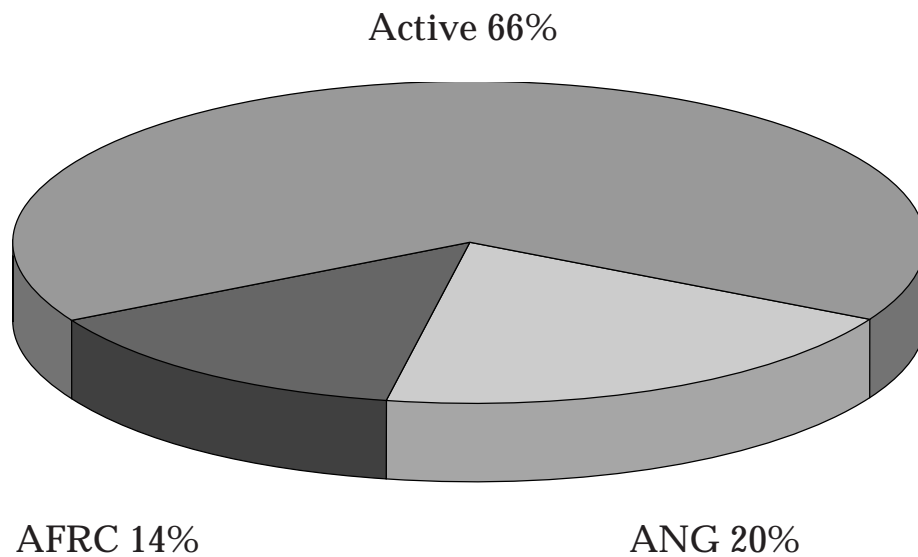




# Command Demographics

## FY2004 Authorized End Strength

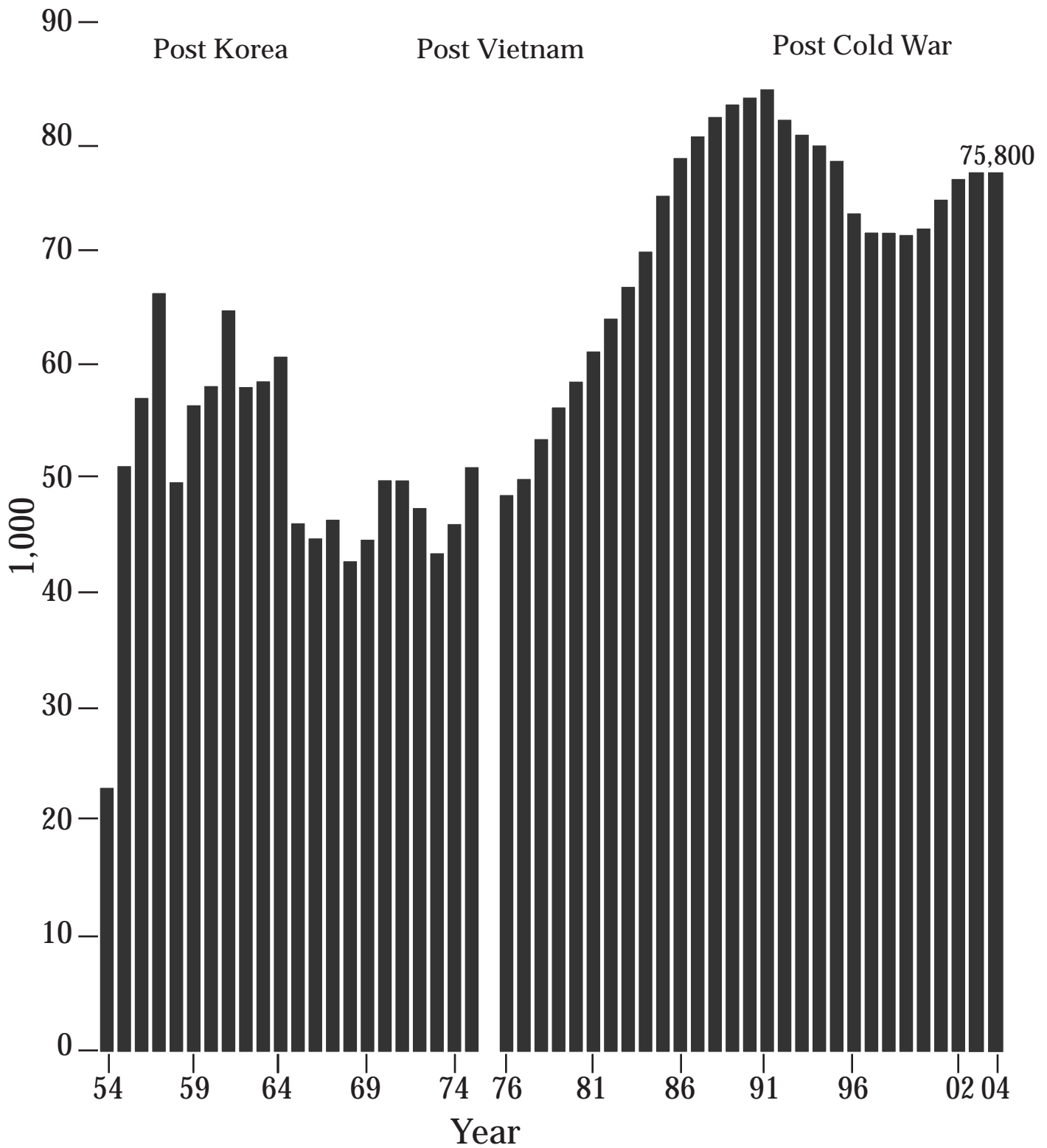
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AFRC	75,800
ANG	107,000
Active	359,000

# Historical Strength

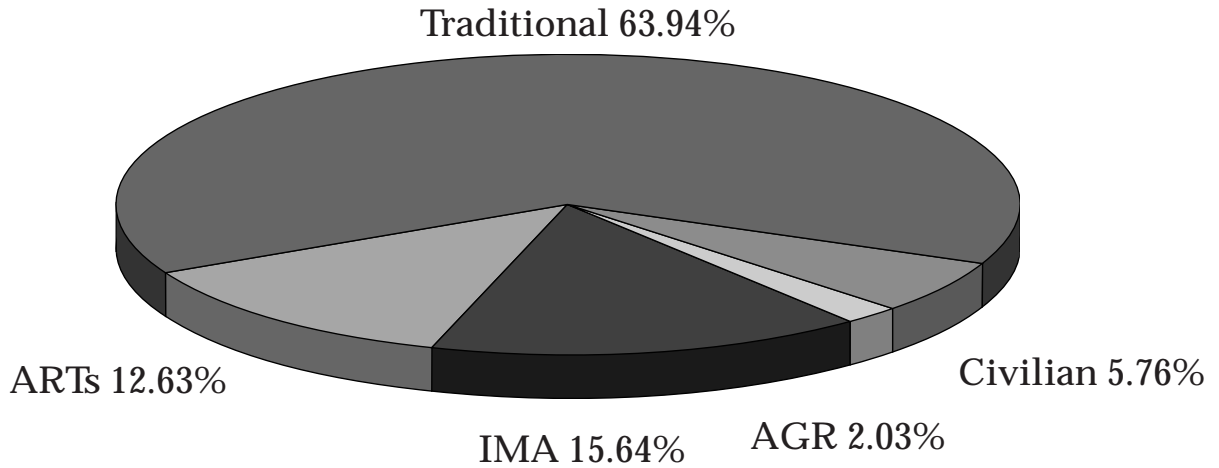
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*As of March 31, 2004*

# FY2004 Strength Category

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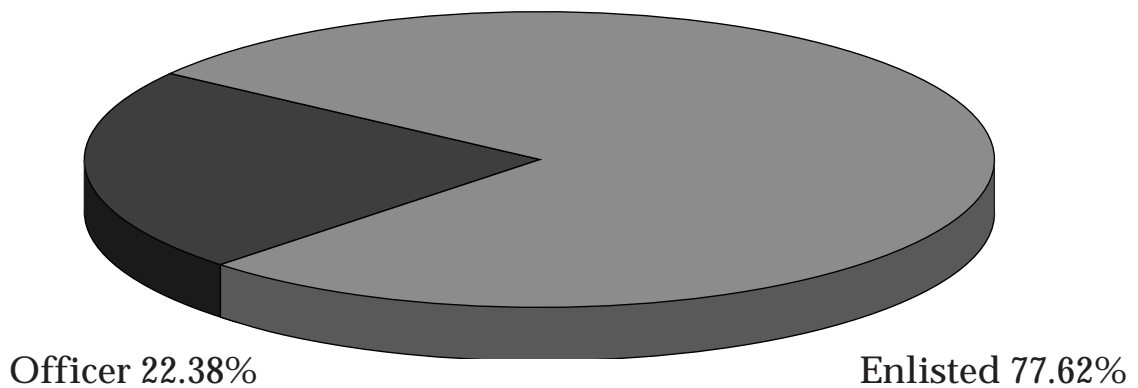


Traditional	ARTs	IMA	AGR	Civilian
50,435	9,964	12,340	1,604	4,541

*As of March 31, 2004*

# Officer/Enlisted Assigned Breakout

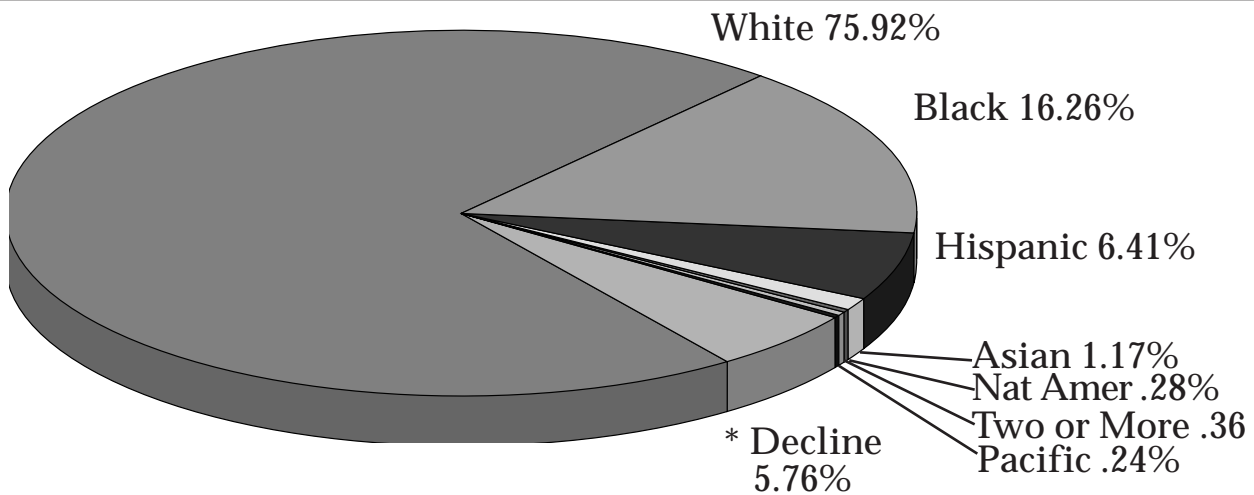
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	Officer	Enlisted	Total
Assigned	16,635	57,708	74,343
Authorized	16,947	58,853	75,800

*As of March 31, 2004*

# Military Race/Ethnicity

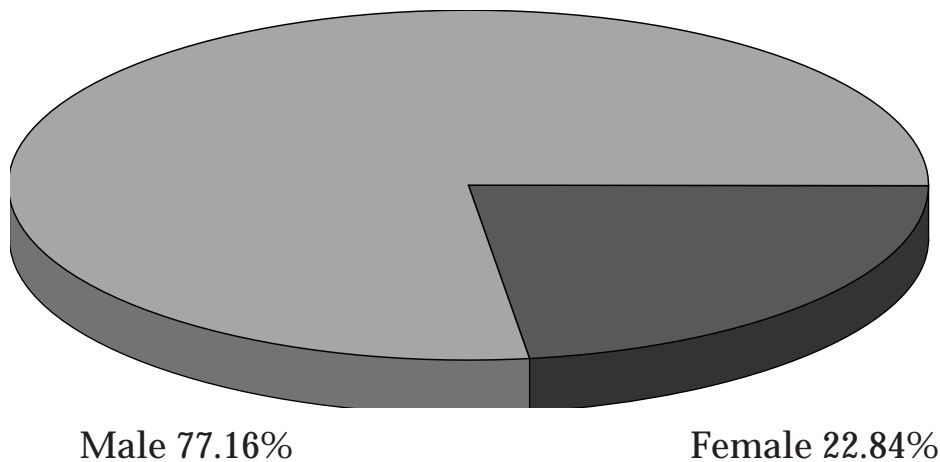


	White	Black	Hispanic	Asian	Native American	Pacific	Two/More	Decline
Officer	14,513	1,064	541	165	30	10	41	641
Enlisted	41,373	10,906	4,222	694	178	170	227	3,596
Total	55,886	11,970	4,763	859	208	180	268	4,237

*\* See document for explanation*

As of March 31, 2004

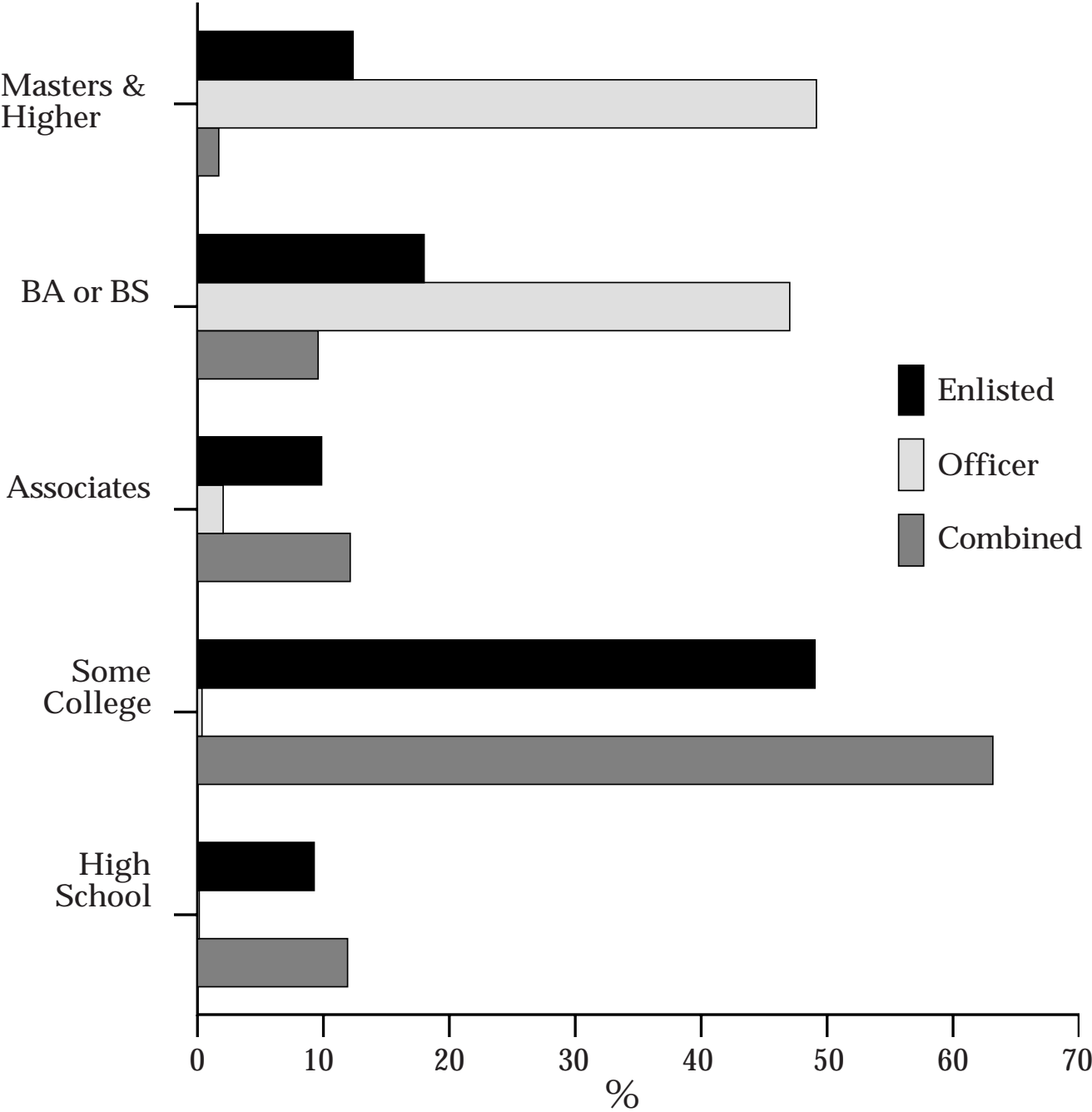
# Military Gender



	Officer	Enlisted	Total
Male	12,343	44,450	56,793
Female	4,121	12,694	16,815

As of March 31, 2004

# Education Levels (Highest Level Achieved)



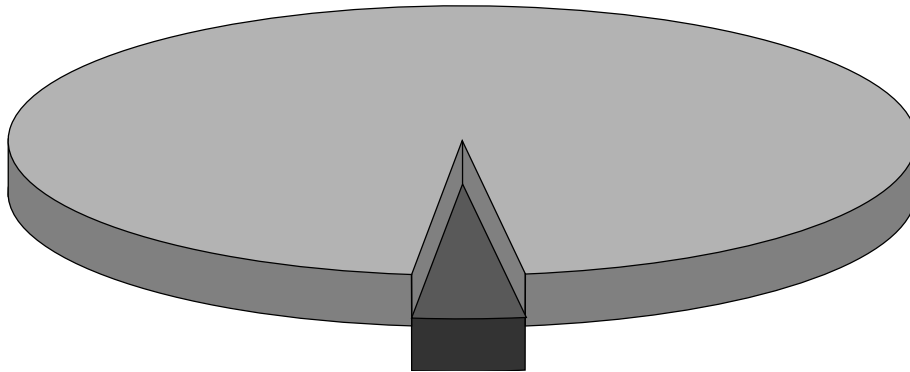
	Masters & Higher	BA or BS	Associates	Some College	High School
Enlisted	981	5,549	7,028	36,598	6,906
Officer	8,259	7,903	343	61	23
Combined	9,240	13,452	7,371	36,659	6,929

As of March 31, 2004

# Cost Effectiveness

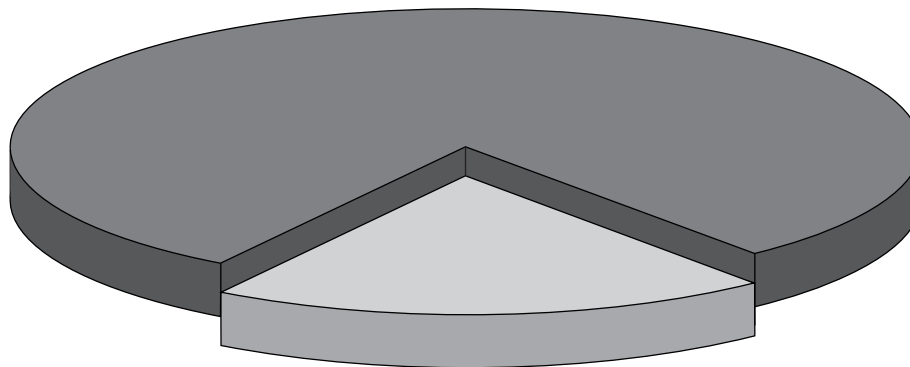
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## Total Air Force Budget



AFRC Budget: 3-4%

## Air Force Capability



Supplied by AFRC: 20%

*As of March 31, 2004*



# People, Readiness, Modernization

## People

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Both the Air Force Reserve (AFR) and the Air Force (USAF) have led the way in providing responsive reserve forces, available immediately, to meet Service and National needs. People are the Air Force Reserve's most important asset and they need to know that their work is worthwhile and meaningful. Reserve members are highly skilled and the AFR and USAF must maintain this experience level to ensure Reserve contributions to the Total Force. Recruiting and retention must remain viable. The potential active duty pool for recruitment into Air Force Reserve Command (AFRC) has diminished due to a smaller active force and longer active duty service commitments. The AFR needs to reward their people through incentives and promotion opportunities and give them the opportunity to compete for command positions. Leadership is not limited only to commanders; everyone down to the lowest ranking airman is a leader. The AFR needs to ensure that there is open dialogue among all our airmen to make sure that everyone is telling the Total Force story.

The Air Force Reserve continues to remain on the leading edge of using volunteer participation for peacetime operations as well as the Global War on Terrorism. By using volunteers, the Reserve minimizes potentially adverse impact on readiness and training, recruiting, and retention.

Air Force Reserve volunteers have consistently provided trained and ready forces to the gaining commands. These forces are available for short-notice contingency operations as well as for lengthy mobilizations. With the ever-increasing operations tempo, the Air Force Reserve is aggressively pursuing ways to better leverage the time of Air Force Reservists and to apply training credit for civilian skills.

Employers are an integral part of the Reserve triad (Reservists, their families and their employers). The Air Force Reserve has vigorously pursued feedback from employers and the employers have expressed an interest in monetary relief. The Air Force Reserve supports Congressional recognition of the invaluable contribution of employers of guardsmen and reservists in support of national defense.

People are the Air Force Reserve's most important resource. To maintain the AFR history of success, the Reserve must be able to recruit and retain the best and brightest. Quality of life issues are key. The AFR focus is on the following areas: pay, entitlements, improved quarters, family services, reducing personnel turbulence and equity of benefits which make sense to the taxpayer.

## Recruiting

In 2003, Air Force Reserve Command Recruiting Service achieved unparalleled success, despite being severely hampered by the Air Force's "Stop Loss" program. Recruiters attained 100.42% of their annual goal by accessing 9,105 people against a target of 9,067. Furthermore, the outstanding recruiting effort, combined with the Air Force Reserve's own version of "Stop Loss," swelled the command's end strength to 100.29%,

Air Force Reserve recruiting goals are based on historical annual attrition rates and the difference in manning/programmed end strengths—the number assigned on October 1<sup>st</sup> versus the number programmed on September 30<sup>th</sup> of each fiscal year.

Following the drawdown of active duty, the bulk of AFRC accessions has come from prior service recruits. However, since peaking at 91 percent prior service accessions in FY94, this accession rate has dropped every year to 66 percent in FY03. As a result, non-prior service accessions have grown from 824 in FY95 to 3,130 in FY03 and those requirements will continue to grow through FY05.

Obviously, a smaller active duty force directly impacts the pool of eligible prior service individuals. Since 1993, the number of Air Force personnel leaving active duty has decreased dramatically—50,000 compared to current attrition of 10,923 in FY03. Studies completed by the Office of the Secretary of Defense and the Air Force Reserve indicate that the propensity of today's youth to associate with the military has steadily decreased since 1989. Factors influencing that decline in interest are a robust economy, college opportunities, military drawdowns and increased operations/personnel tempo.

This change in the big picture necessitates a shift in recruiting philosophy as well as more aggressive measures in order to continue to meet our goals. The Reserve continues to place emphasis on the nonprior service market, keeping in mind the challenges presented in this arena.

- This dramatic change in AFRC recruiting markets necessitates a shift in recruiting strategies as well as more aggressive funding and resourcing measures to continue to meet AFRC end-strength requirements.
- Non-prior service recruiting requires more recruiters, additional advertising monies, real estate to locate recruiters off base, communications costs, supplies and equipment.
- Reserve recruiters lead the Department of Defense in accessions per production recruiter.
- Positive initiatives include:
  - FY04 POM action to make 50 temporary recruiters permanent with additional recruiters, advertising, and support funds needed in future years.
  - Montgomery GI Bill "kicker" which adds additional dollars for certain career fields.
  - Implementation of Defense Activity for Non-Traditional Education Support (DANTES) tuition assistance program.
  - \$250 per semester for undergraduate work, reimbursing reservists for 100 percent of the tuition cost up to \$4,500 annually for education programs offered by DANTES.



## Recruiting Budget (\$ in millions)

	FY98	FY99	FY00	FY01	FY02	FY03	FY04
Authorized Recruiters	318	348	348	399	399	399	399
Recruiting Activities	\$ 2.86	\$ 4.52	\$ 4.07	\$ 5.76	\$ 4.01	\$ 5.20	\$ 5.10
Advertising	\$ 4.18	\$ 8.77	\$12.19	\$11.87	\$11.95	\$13.50	\$ 9.10

**Notes:**

FY99 - \$ 8.77M (includes one Congressional add of \$5.1M)

FY00 - \$12.19M (includes two Congressional adds of \$3.0M and \$4.0M during the year)

FY01 - \$11.87M (includes one AFRC unfunded add of \$6.1M)

FY02 - \$11.95M (includes two AFRC unfunded adds of \$3.0M and \$3.5M)

FY03 - \$19.5M (includes unfunded AFRC add of \$6.0M)

## Recruiting Trends

### *Historical Reserve Goals vs. Accessions*

Non-prior service enlisted (not goaled)	Overall
FY98: 1,215 accessed	FY98: 10,874 goal, 8,877 accessed (82%)
FY99: 1,287 accessed	FY99: 11,241 goal, 9,146 accessed (79%)
FY00: 1,763 accessed	FY00: 10,977 goal, 9,609 accessed (86%)
FY01: 2,495 accessed	FY01: 10,037 goal, 10,536 accessed (105%)
FY02: 2,800 accessed	FY02: 7,600 goal, 8,202 accessed (108%)
FY03: 2,968 accessed	FY03: 9,067 goal, 9,105 accessed (100.4%)

## Retention

The primary purpose of the Air Force Reserve is to maintain operationally ready forces and ensure they have the training necessary to provide the United States with the ability to shape and respond to a full range of crises.

While the Air Force Reserve continues to meet its overall command retention goal of 80 percent, there are some causes for

concern, particularly with our second term airmen. Some influences cited by departing members as reasons for leaving are: pay and allowances, recognition and job satisfaction, operations/personnel tempo, Global War on Terrorism mobilizations, and civilian job conflicts. While the effect of this myriad of influences on recruiting and retention is still unknown, the impact of these issues will be felt this year.

The Air Force Reserve takes a proactive stance in the retention of its valuable members. Current retention initiatives include: non-prior service/prior service bonus, Montgomery GI Bill "kicker" which provides extra dollars for critical skills, extended promotion program (allows promotion to E-6 to E-9 regardless of authorized position grade), temporary high year tenure date (HYT) extension program (selected members granted a two-year extension on their HYTD), enlisted aircrew grade enhancement (grade structure proportionate with the duties and responsibilities associated with respective positions), aircrew, logistics and support grade enhancements (implemented in FY00), and medical grade enhancements (effective December 1, 2000). Changes to the active duty will also have an impact on the AF Reserve this year. Under the Force Shaping initiative announced by the active duty Air Force in February 2004, 16,600 AD members will be encouraged to leave AD End Strength. The AF Reserve Recruiting Service has taken a proactive posture in an attempt to capture as many separating members as possible through the PALACE CHASE inter-component transfer program.

## Quality of Life

Quality of Life is a top priority in the Air Force Reserve for a very good reason. It impacts morale, recruitment and retention which directly affect every aspect of mission accomplishment. Modernization and readiness continue to be important priorities as well. Both require the recruitment and retention of a highly trained workforce that is directly related to the satisfaction of their families and civilian employers.

There has been an unprecedented increase in deployments for Reservists over the last decade. Benefits and

entitlements for families of those deployed have not kept pace, nor has compensation been made to civilian employers of reservists. The Quadrennial Defense Review will address some concerns associated with these issues, but not all. Reserve Component deployments have increased 1,300 percent since the collapse of the Berlin Wall in 1989; subsequent mission requirements associated with the Global War on Terrorism continue to rise.

A Department of Defense employer study released in September 2000 noted that civilian employers are experiencing a significant burden in temporarily replacing deployed Reservists. However, civilian employers note that they could eliminate most of the burden of replacing reserve employees temporarily if they have enough advance notice.

In addition, many of the 38,000+ families recently surveyed by AFRC expressed concerns including: space available travel for accompanied spouses, free accommodations with spouses on Unit Training Assembly weekends, use of military medical facilities when a spouse performs duty regardless of length of tour, lowering the retirement age from 60 to 55 and availability of premier military health care for family members regardless of the duration of the service member's tour(s) of duty.

Within the next five years, there will be a mass exodus of experienced civilian personnel, as the majority of our employees reach retirement age. To offset this we must: expand and augment incentive programs (for recruitment and retention efforts), recruit qualified people, train these replacements, and set aside funding to accomplish the above tasks.

## AFRC Retention Rates (Percent)

	FY98	FY99	FY00	FY01	FY02	FY03
Officer	91.0	91.5	92.0	92.0	94.4	88.7
Enlisted 1st Term	82.4	80.1	80.1	82.0	87.5	83.3
Enlisted 2nd Term	82.0	79.6	78.3	79.6	88.2	76.0
Enlisted Career	90.5	90.7	91.1	91.4	95.0	87.8
Enlisted Overall	88.9	88.6	88.8	88.5	93.0	85.5
					Sel Res Overall	86.2

## Medical Care

The Air Force Reserve is committed to providing medical programs and employment opportunities to assure recruitment and retention of a viable Reserve medical force capable of meeting the AFRC mission. The health and welfare of our Reserve Component Forces are the AFR's highest concern. Recruitment and training of quality personnel remains a high priority. Operations and personnel tempo continue to be high as the AFR forces are called upon with increased frequency to fill contingency and humanitarian missions.

As a result of limited opportunities to train in active duty facilities, we are taking the initiative to provide central initial and sustainment training platforms for all AFRC medical personnel. Examples of these initiatives are:

- Top Sustainment Training to Advance Medical Readiness Program: A clinical competency course with medical Air Force Specialty Code specific training.
- Associate Medical Unit Program: A program to formalize Air Force Reserve and active duty collocated units. Efficiencies will be gained

through sharing of resources; planning activities will be improved through active duty/Reserve Executive Staff focus on common goals and mission. The program is moving forward with establishment of associate medical units at Kelly/Lackland, Travis, and Offutt Air Force Bases.

- Major Exercise Training Support: Changing the focus of exercises to allow for satisfying more training requirements in addition to providing operational training.
- Web Based Integrated Training System: An internet based training management system available to all Air Force Reserve Medical activities that defines training required, tracks items accomplished, assists units in scheduling required training, and provides audit documentation and oversight capabilities to all levels of management.

The Air Force Reserve Command Surgeon's Office continues to improve the efficiency and effectiveness of Reserve health assessment processes. The AFR is focused on standing up platforms to meet the requirements for initial and sustainment training for Reserve medical personnel. The AFR

is fully integrated with the active duty component as part of the Aerospace Expeditionary Force and defines Reserve participation in terms of capability delivered to the mission. We integrated a more efficient and effective medical screening process through implementation of the Reserve Component Physical Health Assessment process. The assessment process provides more frequent and risk factor focused health assessment of the Reserve force as well as real time tracking Reserve member compliance.

Dental readiness is critical and we are aggressively seeking avenues to improve dental readiness of Reserve personnel with more frequent dental contact, including an annual dental examination requirement. In addition, we have begun marketing new dental benefits to decrease Reserve members cost for dental care. We are pursuing alternative programs for dental care with VA and USPHS, and looking to reduce the financial impact on Reserve members through up-front buy-out of monthly insurance premiums and cost shares. The Chief of Air Force Reserve has funded a test program for tracking physical and dental exams through FEDHEALS at the Air Reserve Personnel Center.

To support families of deployed reservists, an experienced reserve member is assigned at the AFRC Command Surgeon's Office who is dedicated to TRICARE issues. As a result, the number of problems for reservists and their families has been dramatically reduced. Action has been initiated to make this a full-time, fully funded position.

Our efforts in supporting Reserve Component personnel at home and deployed include both the formation of Critical Incident Stress Management Teams within AFRC and Aerospace Expeditionary Force Integration. The

Critical Incident Stress Management Teams increase our ability to support responders to emotionally traumatic events. Teams are composed of mental health professionals, medical providers, chaplains, family readiness, and line personnel trained on critical incident debriefing. The teams will be available for immediate deployment, supporting units where such events occur. Aerospace Expeditionary Force Integration allows us to capitalize on the opportunity to manage operations and personnel tempo as participants in the new AEF structure. Our Reserve members serve regular and predictable rotations with their active duty counterparts.

## Readiness

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Today's global environment, significantly altered by the events of 9/11, places increased demands on the Air Force Reserve while we prepare for and participate in a variety of operations from small-scale contingencies to full-scale war. AFR people are ready to meet this demand, but years of ongoing operations and a history of difficult funding choices pose a threat to near-term readiness and long-term weapon system viability as the fleet ages. Keeping that threat at bay is one of the AFR's major concerns and a primary focus of this fiscal year's budget.

Continuing requirements stemming from the Global War on Terrorism have greatly stressed the ability of the AFR to provide mobilization support in a number of high demand/low density Air Force specialties. Fulfilling AEF requirements at the same time cause additional demand on our ability to supply trained personnel.

The average age of Air Force Reserve aircraft is approximately 26 years old. Continuing through FY04, the largest force structure change in twenty years

will take place. The venerable C-141 will be replaced by newly built C-17, while C-5A and B models will be added to the fleet. KC-135E model tankers will be replaced by upgraded R model tankers. The oldest C-130Es in the fleet will be replaced with newer H model C-130s, and additional C-130J model aircraft will be bought.

The average fighter airframe age has reached an unprecedented 17.8 years. Given current utilization rates, aircraft will begin to drop off the books as early as 2012 when D model F-16s reach their service life of 8,000 hours. The C model F-16s will follow from 2017 through 2022. Current projections show the A-10 program in place to 2028 making it the oldest fighter aircraft in the history of the Air Force at 47 years.

The procurement holiday of the 90s leaves few opportunities for the active component to “cascade” weapon systems to the Reserve. As current weapons systems age, the costs to maintain them will continue to accelerate while consuming a larger part of the AFR’s limited budget.

## Air and Space Expeditionary Force

Since the fall of the Berlin Wall, the Air Force has 1/3 less people and a 66 percent reduction in permanent overseas bases, yet the Air Force Reserve has had four times more deployments over the past 10 years and more than 14,000 Air Force people deployed at any given time.

The Air and Space Expeditionary Force (AEF) concept embodies how the Air Force will organize, train, equip and sustain its Total Force (Active, Air National Guard, and Air Force Reserve) to meet the security challenges of the 21<sup>st</sup> Century. AEF is about structural and cultural changes to create more effective force

management tools to address war fighting commander requirements yet ensure the sustainability of the force under the National Security Strategy.

The AEF consists of 10 Air and Space Expeditionary Forces of equivalent capabilities available to meet national security requirements. A pair of AEFs are scheduled at any one time for deployment availability to cover a 120 day period every 20 months. Elements of these two AEFs will meet Steady State taskings (such as Operations NOBLE EAGLE, ENDURING FREEDOM and IRAQI FREEDOM) and retain a crisis response capability to respond to pop-up contingencies. This structure provides personnel greater scheduling stability and predictability while ensuring sufficient force structure remains trained and ready to meet wartime taskings.

The Air Force completed concept development and started implementing the AEF concept on October 1, 1999, with the deployment of elements from AEFs 1 and 2. This concept maximizes Total Force Integration with the Air National Guard and Air Force Reserve forces making a significant contribution to the AEF structure.

The AEF concept is a structural and cultural departure from the organization and operational concepts developed in response to Cold War requirements. AEF was developed to address the realities of the 21<sup>st</sup> Century National Security requirements. The next step will be to ensure appropriate long-term investment strategies are in place to address shortages and resource disconnects in force structure.

## Homeland Defense

While the Air Force Reserve remained active in the AEF, exercises, and ongoing operations, the command’s main focus was directed at our nation’s response to

the terrorist attacks on September 11, 2001. The Air Force Reserve came out ready to defend our nation against the terrorist threat, with an unprecedented number of troops volunteering for the mission. The first bombs fell from Reserve aircraft on day one of Operation ENDURING FREEDOM. Of the 75,000 members in the command, 13,000 were activated, with 4,500 reservists extended for a second year because of continuing requirements of Operation NOBLE EAGLE and Operation ENDURING FREEDOM.

Immediately after the attacks in New York, Reserve airlift brought in fire trucks, search dogs, earth moving equipment, and mortuary affairs personnel. Reserve Security Forces were also among the first to respond, providing their services nationwide. AFRC tankers conducted airborne and ground alert to provide Combat Air Patrol (CAP) support over major U.S. cities. Reserve airlift assets were placed on alert for rapid stateside deployment support for the Army and Marines. Our associate AWACS unit was activated to provide airborne surveillance and control of fighters performing escort duty, while F-16s from Homestead ARB, FL, and NAS Joint Reserve Base, Fort Worth, TX, were placed on Homeland Defense CAP alert.

Reserve tankers are continuing to provide the air bridge to the forward operating locations of OEF; Reserve airlift continues to move people and equipment; and Reserve combat assets are still forward deployed and ready to strike. Reserve airfield controllers and managers, as well as security forces and aerial port personnel, were mobilized and are still supporting efforts throughout the Middle East, Europe, and the U.S. in support of OEF, ONE, OIF and the AEF construct. When the attack was ordered, Reserve B-52s and F-16s led the assault, dropping precision munitions on time and on target. Reserve A-10s joined the fight,

flying out of a forward located base in support of OEF.

Rescue and special operations crews were mobilized and deployed from the start and were extended for a second year. Reserve strategic airlift supported the humanitarian drops into Afghanistan and the vast majority of the detainee movement to Guantanamo Naval Base, Cuba. Tanker crews voluntarily deployed to support air refueling requirements in support of OEF and DELIBERATE FORGE, with our KC-10s providing one quarter of the crews. New to the fight, our GLOBAL HAWK and Space Operations forces worked alongside active duty to provide the information needed to outmaneuver the enemy, attack with precision, and protect from harm.

Reserve support to Air Force Space Command consists of 404 unit Reservists in 7 squadrons under the 310<sup>th</sup> Space Group and 656 Individual Mobilization Augmentees imbedded in active duty units throughout the Command. Reserve space operations units were instrumental in performing satellite operations and providing critical data to the warfighter during Operations NOBLE EAGLE, ENDURING FREEDOM and IRAQI FREEDOM. Specifically, the 6<sup>th</sup> Space Operations Squadron at Schriever AFB, CO, is the only military unit operating the Defense Meteorological Satellite Program and provided weather data and tracked environmental situations for troop and equipment movement, provided wind prediction data for leaflet dropping into target zones, and weather predictions for Air Tasking Orders. The 8<sup>th</sup> Space Warning Squadron (8 SWS) at Buckley AFB, CO, provided early missile warning data and battlespace situational awareness to CENTCOM theater. Every combat mission ready 8 SWS reservist volunteered for active duty orders to provide 24/7 support to contingency operations.

The 9<sup>th</sup> Space Operations Squadron (9 SOPS) at Vandenberg AFB, CA, is fully integrated in the Space Air Operations Center and provided critical intelligence preparation of battlespace to CENTCOM. The 9 SOPS reservists published 64 percent of the Space Tasking Orders, chaired 52 percent of the daily Master Air Attack Plan meetings, and deployed members to EUCOM to assist in Crisis Action Team. Additionally, 33 percent of the unit volunteered to be activated to provide 24/7 support to contingency operations.

The 19<sup>th</sup> Space Operations Squadron (19 SOPS) at Schriever AFB, CO, operates the Global Positioning System (GPS) satellite constellation and provided crucial navigation information and weapons guidance to include data for JDAMs, CALCM, and TLAM munitions. A 19 SOPS reservist improved GPS accuracy to the warfighter 20–30 percent by developing new tactics for GPS Enhances Theater Support.

The 14<sup>th</sup> Test Squadron (14 TS) is fully integrated in space test and aggressor operations and provided vulnerability assessments for CONUS and theater warfighters. Specifically, 14 TS space aggressors provided 25 vulnerability assessments to include CONUS installations, OCONUS installations, as well as the Predator which drove operational changes in the field. Overall, Air Force Reserve space operators were instrumental in providing reachback capabilities and data during recent contingency operations, enabling the warfighter to receive critical, timely, and accurate data.

## Infrastructure

Infrastructure refers to the bases, installations, real property, and the associated physical plants including buildings, utilities, runways, and other

fixed structures. A unique aspect of the Air Force Reserve is its wide variety of infrastructure platforms. The Air Force Reserve has five Air Reserve Bases which resemble an active duty Air Force installation, complete with an Air Force Reserve owned airfield; seven Air Reserve Stations in which we are the flying unit with associated facilities and aircraft parking areas, but do not own the airfield; and we are tenants at 55 other locations, such as active duty Air Force and Air National Guard installations.

The Air Force Reserve currently operates and maintains over 12.9 million square feet of facilities worth over \$5.2 billion. Funding to support infrastructure includes military construction (MILCON), sustainment, restoration and modernization (SRM), real property services (RPS), and environmental quality.

The Air Force Reserve maintains a three-pronged approach to recapitalize its physical plant: Revitalization through both restoration and modernization, Replacement and New Construction. Restoration and modernization are needed to extend the life of our facilities, pavements, and utilities, which we rely on to support the mission. Once a facility has reached its economic life, it needs to be replaced with new construction or rebuilt to continue its viability. New construction also provides facilities needed for new mission beddown efforts and realignments, such as those created by base realignment and closure (BRAC) activities. SRM, additional Operation and Maintenance (O&M) appropriations, and MILCON are needed to accomplish these tasks.

The Air Force Reserve continues to divest physical plant requirements through privatization to meet the Defense Reform Initiative to privatize utility (water, natural gas, electricity, and wastewater) systems. Privatization efforts are

supported by the RPS operations and maintenance program. Demolition along with the privatization effort strives to reduce the overall Air Force Reserve owned infrastructure enabling the Air Force Reserve to continue accomplishing its mission with more efficient quality facilities.

In the past, SRM, previously known as RPM funding levels were limited to one percent of the plant replacement value. This minimum level for preventive maintenance was determined to be the minimum amount of expenditure needed to keep the bases operating. Now known as “sustainment” levels of funding, it is simply not enough to allow the Air Force Reserve to revitalize its facilities and pavement systems in order to extend their useful and economic lives. The average age of Air Force Reserve facilities exceeds 28 years. Thus, many facilities are beyond their designed life, have antiquated mechanical systems, old roofs, and in general, are not necessarily designed for their current use and mission.

The Air Force Reserve participates as a “Total Force” player in the Air Force MILCON process. The Total Force MILCON funding in the recent past has decreased from an average of approximately \$1.8 billion per year (AFR average of \$45M) to less than \$1.1 billion per year (AFR of \$62M) in FY04. Despite the increase in the Air Force Reserve MILCON funding, a significant portion of the funds appropriated was slated for new mission requirements (\$21.4M of the \$45.7M in FY04 major construction) even after taking Congressional inserted projects into account. This trend reduces the availability of funding toward current mission needs. Based upon the most urgent needs of the Total Force, integrating new mission construction needs, current mission replacement construction, and environmental

projects, the Air Force develops its MILCON program corporately to support weapon system modernization, force structure changes, legally driven requirements, readiness, and quality of life.

Environmental Quality program funding receives great support across the board and continues to ensure installations meet strict environmental regulations while avoiding negative impacts on both Air Force Reserve operations and the environment. The Air Force Reserve cannot afford to throttle back in this area. The Air Force Reserve’s efforts with sustainable designs, recycling programs, clean-up efforts, and regulatory compliance requirements must be maintained in order to sustain very positive trends.

Years of constrained funding for Air Force Reserve MILCON and SRM will continue to present quality of life challenges in the work, temporary lodging, and re creational areas. The state of facilities is, in the long term, directly related to readiness and the Air Force Reserve’s ability to accomplish its mission.

## Modernization

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Effective modernization of Air Force Reserve Command (AFRC) assets is our key to remaining a relevant and combat ready force. It should be apparent that the Reserve Components are crucial to the defense of our great nation. The events of September 11<sup>th</sup> cemented the Total Force concepts already in place. AFRC is working shoulder-to-shoulder with the Active Duty and Air National Guard in the long battle to defeat terrorism. Even before 9/11, AFRC was an active participant in day-to-day AF operations. We are no longer a force held in reserve solely for possible war or contingency



actions—we are at the tip of the spear. It is therefore imperative that we do our best to ensure AFRC remains a relevant and combat ready force for the future.

Our modernization strategy is sound but is dependent upon lead command funding. Unfortunately lead command funding of AFRC modernization priorities remains below the level needed to maximize our capabilities. In addition, National Guard and Reserve Equipment Appropriation (NGREA) funding used to offset modernization shortfalls in the past has been steadily decreasing. Success in meeting our modernization goals depends on robust interaction with the lead commands and in keeping the Congressional Defense Committees informed of AFRC initiatives.

## F-16 Fighting Falcon

Air Combat Command and AFRC are upgrading the F-16 Block 25/30/32 by installing Global Positioning System (GPS) navigation system, Night Vision Imaging System (NVIS) and NVIS compatible aircraft lighting, Situational Awareness Data Link (SADL), Target Pod integration, GPS steered—“smart weapons”, an integrated Electronics Suite, Pylon Integrated Dispense System (PIDS), and Digital Terrain System (DTS) and the ALE-50 (towed decoy system).

The acquisition of the LITENING II targeting pod marked the greatest jump in combat capability for AFRC F-16s in years. At the conclusion of the Persian Gulf War, it became apparent that the ability to employ precision-guided munitions, specifically laser-guided bombs, had become a vital requirement to rapidly and successfully prosecute future conflicts.

LITENING II provides the capability to employ precisely targeted Laser Guided Bombs (LGBs) effectively during both day and night operations. This around

the clock capability allows AFRC F-16s to meet AEF tasking that require a self-designating precision weapon system which in turn helps reduce the work load on the Active Duty. These improvements have placed AFRC F-16s at the leading combat edge during Operation ENDURING FREEDOM and Operation IRAQI FREEDOM. The combination of SADL, Target Pods, NVIS, GPS, and Integrated EC make the Block 25/30/32 F-16 one of the most versatile combat assets available today.

Tremendous work is continually being done to keep the Block 25/30/32 F-16 relevant in today's complex and demanding combat environment. The success is the result of much forethought and planning which capitalized on emerging commercial and military technology to provide the needed war fighting capabilities. Continued planning and vision are critical in order for the F-16 to remain effective now and for years to come.

Moreover, AFRC F-16 aircraft will require continued structural improvements to ensure longevity. Updated data processors and wiring systems will be needed to support employment of more sophisticated precision attack weapons. Additional capabilities are needed to minimize fratricide and allow weapons employment at increased range, day or night and in all weather conditions. As the battle space becomes more sophisticated, significantly improved threat detection and threat identification equipment will be needed to meet the challenges of combat survival for the next 20 years.

## A/OA-10 Thunderbolt

There are five major programs in the next five years designed to ensure that the A/OA-10 remains the world-class front line Close Air Support (CAS)

fighter that it is today. Most importantly, the Precision-Engagement program will integrate Tactical Data Link, a Targeting Pod, and added Smart weapons capabilities by 2006.

The A-10 was designed during the Cold War and is still the most effective (CAS) anti-armor platform in the USAF inventory. Unfortunately, its systems have not kept pace with modern advancements making it difficult to operate in the increasingly interconnected battle space of today that relies more and more on time sensitive targeting.

The AGM-65 (Maverick) was the only precision-guided weapon carried on the A-10 until AFRC outfitted a limited number of its jets with the LITENING II pod in time for Operation IRAQI FREEDOM. The LITENING II pod gave the A-10 a precision weapon capability unavailable to the Active Duty A-10s making it the CAS system of choice.

Newer weapons are being added into the Air Force inventory regularly, but outdated avionics and computer bus structure limits the deployment of these weapons on the A-10. The Precision Engagement and Suite 3 programs will help correct this limitation.

Furthermore, the underpowered and aging A-10 engines are responsible for reduced performance, lost sorties and increased maintenance costs. As taskings evolved, commanders have had to reduce fuel loads, limit take-off times to early morning hours and refuse taskings that increase gross weights that approach and exceed unsupportable limits. Forty-five AFRC A/OA-10s need upgraded or replaced engines. A comprehensive effort needs to be undertaken to replace or modify the existing A-10 fleet.

One of the A-10s greatest challenges is acquiring resources for upgrade in the area of high threat survivability. Previous

efforts focused on an accurate missile warning system and effective, modern flares; however, a new preemptive covert flare system may satisfy this requirement. The A-10 can leverage the work done on the F-16 radar warning receiver and C-130 towed decoy development programs to achieve a cost-effective capability.

## B-52 Stratofortress

In the next five years, several major programs will be introduced to increase the capabilities of the B-52 aircraft. These include programs such as a Crash Survivable Flight Data Recorder and a Standard Flight Data Recorder, upgrades to the current Electro-Optical Viewing System, Chaff and Flare Improvements, and improvements to cockpit lighting and crew escape systems to allow use of Night Vision Goggles.

Enhancements to the AFRC B-52 fleet under consideration include:

- Visual clearance of the target area in support of other conventional munitions employment
- Self-designation of targets, eliminating the current need for support aircraft to accomplish this role
- Target coordinate updates to precision weapons to improve accuracy
- Bomb Damage Assessment of targets

In order to continue the viability of the B-52 well into the next decade, several improvements and modifications are necessary. Although the aircraft has been extensively modified since its entry into the fleet, the advent of precision guided munitions and the increased use of the aircraft in conventional and operations other than war, the B-52 requires additional avionics modernization and

changes to the weapons capabilities. These modernization programs include the Avionics Midlife Improvement, Conventional Enhancement Modification and the Integrated Conventional Stores Management System. Changes in the threat environment are also driving modifications to the defensive suite including Situational Awareness Defense Improvement and the Electronic Counter Measures Improvement.

The B-52 was originally designed to strike targets across the globe from launch points in the CONUS. This capability is being repeatedly demonstrated, but the need for real time targeting information and immediate reaction to strike location changes is needed. Multiple modifications are addressing these needs that include the Family of Advanced Beyond Line of Sight terminals (FAB-T), CALCM In-flight BLOS Rapid Retasking, and the Joint Mission Planning System. Other communication improvements include the Global Air Traffic Management Phase 1, an improved ARC-210, the KY-100 Secure Voice, and a GPS-TACAN Replacement System.

As can be expected with an airframe of the age of the B-52, much must be done to enhance its reliability and replace older, less reliable or failing hardware. These include a Fuel Enrichment Valve Modification, Engine Oil System Package, and an Engine Accessories Upgrade.

## MC-130E Talon I

In 2006, AFRC and Air Force Special Operations Command will face a significant decision point on whether or not to retire the Talon I. This largely depends on the determination of the upcoming SOF Tanker Requirement Study. Additionally, the newer MC-130H Talon II aircraft will be modified to air refuel helicopters. The Air Force CV-22 is being developed to replace the entire

MH-53J Pave Low fleet, and the MC-130E Combat Talon I. The CV-22 program has been delayed with problems and has an uncertain future.

## HC-130P/N Hercules

Over the next five years, there will be primarily sustainment modifications to the HC-130 to allow compatibility with the remainder of the C-130 fleet. In order to maintain currency with the active duty fleet, AFRC will accelerate the installation of the APN-241 low power color radar as a replacement for the APN-59. Additionally, AFRC will receive two aircraft modified from the "E" configuration to the Search and Rescue configuration. All AFRC assets will be upgraded to provide Night Vision Imaging System mission capability for C-130 combat rescue aircraft.

## HH-60G Pave Hawk

Personnel Recovery Mission Area modernization strategy currently focuses on continuing to resolve critical weapon system capability shortfalls and deficiencies that pertain to the Combat Air Force's Combat Identification, Data Links, Night/All-Weather Capability, Threat Countermeasures, Sustainability, Expeditionary Operations, and Pararescue modernization focus. AFRC is also following the progress of the Air Force's Personnel Recovery Vehicle program, slated to begin replacing the HH-60 in the next decade. Most HH-60 modernization programs/initiatives are spread from (FY00-09) with the continued implementation of the "-152" modernization program. These programs include:

- Improve capability to pinpoint location and authenticate identity of downed aircrew members/isolated personnel

- Enhance aircraft range and flight envelope for high altitude operations
- Improve aircrew and aircraft survivability
- Improve line-of-sight and over-the-horizon high speed LPI/D data link capabilities for improving battle space/situational awareness
- Improve Command and Control capability to rapidly respond to incidents and efficiently/effectively task limited assets
- Improve capability to conduct rescue/recovery operations at night, in other low illumination conditions, and in all but the most severe weather conditions as well as from austere/forward operating locations
- Upgrade threat warning and countermeasure capabilities
- Enhance availability, reliability, maintainability, and sustainability of aircraft weapon systems

## WC-130J Hercules

The current fleet of WC-130Hs are being replaced with new WC-130J models. This replacement allows for longer range and ensures weather reconnaissance capability well into the next decade. Once conversion is complete, the 53<sup>rd</sup> Weather Reconnaissance Squadron will consist of 10 WC-130Js. Presently, the 10 WC-130J models at Keesler AFB, MS are undergoing Qualification Test and Evaluation (QT&E).

The resolution of deficiencies identified in OT&E will impact the achievement of interim operational capability (IOC). Major deficiencies identified in OT&E include propellers (durability/supportability) and radar. AFRC continues to work with the manufacturer to resolve the QT&E documented deficiencies.

## C-5 Galaxy

Over the next four years, sustainability modifications are planned for the C-5. Two major modifications will be performed on the engines to increase the reliability and maintainability of the C-5Bs and Cs. One C-5A will be modified and studied to determine if the remaining A models should also be modernized. Additionally, the current plan is for the entire fleet to receive the avionics modernization which replaces cockpit displays while upgrading critical flight controls, navigational and communications equipment. This will allow the C-5 to operate in Global Air Traffic Management (GATM) airspace.

## C-141 Starlifter

For the past 30 years, the C-141 has been the backbone of America's air mobility fleet in peacetime and in conflict. In the very near future, the C-141 will be retired from the active-duty Air Force. The Air Force Reserve Command however, will continue to fly the C-141 through fiscal year 2006. It is crucial that AFRC remains focused on flying this aircraft safely and proficiently until transition to other weapons systems (C-5, C-17 or KC-135R) occur.

## C-130 Hercules

AFRC has 96 C-130s including the E, H, and J models. The Mobility Air Forces (MAF) currently operates the world's best theater airlift aircraft, the C-130, and it will continue in service through 2020. In order to continue to meet the Air Force's combat delivery requirements through the next 16 years, aircraft not being replaced by the C-130J will be upgraded through the Avionics Modernization Program. This program includes a comprehensive cockpit modernization by replacing aging,

unreliable equipment and adding additional equipment necessary to meet Nav/Safety and Global Air Traffic Management requirements. These modernization initiatives reduce the number of aircraft variants from 20 to two, which will significantly reduce the support footprint and increase the capability of the C-130 fleet.

## KC-135E/R Stratotanker

Seven of the nine refueling squadrons now have KC-135R model aircraft with Selfridge converting in FY04 and the last E-model unit at Beale scheduled to be fully converted by the end of FY05.

The ability of the MAF to conduct the air refueling mission has been stressed in recent years. Although Total Force contributions have enabled success in previous air campaigns, shortfalls exist.

AMC's Tanker Requirements Study-2005 identifies a shortfall in the number of tanker aircraft and aircrews needed to meet global refueling requirements in the year 2005. There is currently a shortage of KC-135 crews and maintenance personnel. Additionally, the number of KC-135 aircraft available to perform the mission is decreasing due to an increase in depot-possessed aircraft and the planned retirement of numerous KC-135Es. An Air Refueling Mission Needs Statement has been developed and an Analysis of Alternatives will be conducted to determine the most effective solution set to meet the nation's future air refueling requirements.



# Unit Fact Sheets—by State

## Alabama

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### 908<sup>th</sup> Airlift Wing Maxwell AFB, AL

#### Unit Equipped

- Mission: To ensure its units and individuals are prepared to accomplish assigned missions in support of national objectives. In the event the unit is mobilized, the operational functions of the 908<sup>th</sup> Airlift Wing are to support theater air forces for resupply missions, routine airlift requirements of the theater commander and airlift employment operations within the combat zone or forward area, provide aeromedical and refugee evacuation and augment strategic airlift forces.
- Parent Unit: 22<sup>nd</sup> AF
- Subordinate Units:
  - 908<sup>th</sup> Mission Support Group
  - 908<sup>th</sup> Maintenance Group
  - 908<sup>th</sup> Operations Group
  - 357<sup>th</sup> Airlift Squadron
  - 908<sup>th</sup> Security Forces Squadron
  - 25<sup>th</sup> Aerial Port Squadron
  - 908<sup>th</sup> Aeromedical Evacuation Squadron
  - 908<sup>th</sup> Aeromedical Staging Squadron
  - 908<sup>th</sup> Logistics Readiness Squadron
  - 908<sup>th</sup> Aircraft Maintenance Squadron
  - 908<sup>th</sup> Civil Engineer Squadron
  - 908<sup>th</sup> Mission Support Squadron
- 908<sup>th</sup> Communications and Information Flight
- 908<sup>th</sup> Operations Support Flight
- Gaining Command: Air Mobility Command
- Type of Aircraft Flown: C-130H Hercules
- Commander: Colonel Heath J. Nuckolls
- Recent Major Operations/Exercises 1999-2004:
  - Operations IRAQI FREEDOM
  - Operation ENDURING FREEDOM
  - Operation NOBLE EAGLE
  - CORONET OAK
  - Operation JOINT FORGE
  - Operation JOINT GUARD
  - Operation SHINING HOPE
- Number of Personnel Assigned: 1,260

# Arizona

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## 944<sup>th</sup> Fighter Wing Luke AFB, AZ Unit Equipped

*(Except where noted\*)*

- Mission: To train F-16 pilots and provide combat ready warriors for the Expeditionary Air Force.
- Parent Unit: 10<sup>th</sup> AF
- Subordinate Units:
  - 944<sup>th</sup> Operations Group
  - 944<sup>th</sup> Maintenance Group
  - 944<sup>th</sup> Mission Support Group
  - 302<sup>nd</sup> Fighter Squadron
  - 301<sup>st</sup> Fighter Squadron  
(Associate Unit)\*
  - 944<sup>th</sup> Mission Support Squadron
  - 944<sup>th</sup> Civil Engineer Squadron
  - 944<sup>th</sup> Security Forces Squadron
  - 944<sup>th</sup> Logistics Readiness Squadron
  - 944<sup>th</sup> Maintenance Squadron
  - 944<sup>th</sup> Aircraft Maintenance Squadron
  - 944<sup>th</sup> Medical Squadron
  - 944<sup>th</sup> Aeromedical Staging Squadron
  - 944<sup>th</sup> Maintenance Operations Flight
  - 944<sup>th</sup> Operations Support Flight
  - 944<sup>th</sup> Services Flight
  - 944<sup>th</sup> Personnel Flight
  - 944<sup>th</sup> Communications Flight
- Gaining Command: Air Education and Training Command
- Type of Aircraft Flown:
  - F-16C/D Fighting Falcon
  - (Block 25/32)
- Commander:
  - Brigadier General Craig S. Ferguson
- Recent Major Operations/Exercises 1999-2004:
  - Operation NORTHERN WATCH
  - PATRIOT ANGLER II
  - PATRIOT SNAPPER

PATRIOT SNAPPER II  
Operation SOUTHERN WATCH  
PATRIOT OUTRIGGER III  
PATRIOT ANGLER III

— Number of Personnel Assigned:  
1,266

# California

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## 349<sup>th</sup> Air Mobility Wing Travis AFB, CA

### Associate Unit

— Mission: The mission of the 349<sup>th</sup> AMW is to “Recruit, train and retain enthusiastic Reservists to provide Global Reach for America.” This makes the wing responsible for training almost 3,500 Reservists who, in turn, work side-by-side their active duty counterparts in the 60<sup>th</sup> AMW, also stationed at Travis.

— Parent Unit: 4<sup>th</sup> AF

### — Subordinate Units:

- 349<sup>th</sup> Mission Support Group
- 349<sup>th</sup> Mission Support Squadron
- 349<sup>th</sup> Security Forces Squadron
- 349<sup>th</sup> Civil Engineer Squadron
- 349<sup>th</sup> Communications Squadron
- 349<sup>th</sup> Memorial Affairs Squadron
- 349<sup>th</sup> Logistics Readiness Squadron
- 45<sup>th</sup> Aerial Port Squadron
- 55<sup>th</sup> Aerial Port Squadron
- 82<sup>nd</sup> Aerial Port Squadron
- 349<sup>th</sup> Operations Group
- 301<sup>st</sup> Airlift Squadron
- 312<sup>th</sup> Airlift Squadron (C-5 Galaxy)
- 70<sup>th</sup> Air Refueling Squadron
- 79<sup>th</sup> Air Refueling Squadron (KC-10 Extender)
- 349<sup>th</sup> Aeromedical Evacuation Squadron
- 349<sup>th</sup> Airlift Control Flight
- 349<sup>th</sup> Operations Support Flight
- 349<sup>th</sup> Maintenance Group
- 349<sup>th</sup> Maintenance Operation Flight
- 349<sup>th</sup> Component Maintenance Squadron
- 349<sup>th</sup> Equipment Maintenance Squadron
- 349<sup>th</sup> Aircraft Generation Squadron
- 749<sup>th</sup> Aircraft Generation Squadron
- 49<sup>th</sup> Medical Group

- 349<sup>th</sup> Aerospace Medicine Squadron
- 349<sup>th</sup> Aeromedical Staging Squadron
- 349<sup>th</sup> Medical Squadron, Detachment 1, Fairchild AFB, WA
- 349<sup>th</sup> Medical Squadron, Detachment 2, Kirtland AFB, NM

— Gaining Command:  
Air Mobility Command

— Type of Aircraft Flown:  
C-5 Galaxy and KC-10 Extender

— Commander: Brigadier General  
Thomas M. Gisler, Jr.

— Recent Major Operations/Exercises  
1999-2004:

- Operation SOUTHERN WATCH
- Operation NORTHERN WATCH
- Operation PROVIDE HOPE
- Operation PHOENIX BANNER
- Operation PEACE SHIELD
- Operation RESCUE EAGLE
- Operation SORBET ROYAL
- Operation PACIFIC WARRIOR
- Operation ALASKA AIRLINES  
FLIGHT 261 CRASH SUPPORT
- Operation NOBLE EAGLE
- Operation ENDURING FREEDOM

— Number of Personnel Assigned:  
3,500

## Headquarters 4<sup>th</sup> Air Force March Air Reserve Base, CA

— Mission: The staffs of Fourth Air Force and the 604 RSG are dedicated to ensuring their units and personnel are fully prepared to accomplish all assigned missions in support of national objectives.

### — Subordinate Units:

- 349<sup>th</sup> AMW Travis AFB, CA
- 433<sup>rd</sup> AW Lackland AFB, TX
- 434<sup>th</sup> ARW Grissom ARB, IN



445<sup>th</sup> AW Wright-Patterson AFB, OH  
 446<sup>th</sup> AW McChord AFB, WA  
 452<sup>nd</sup> AMW March AFB, CA  
 459<sup>th</sup> AW Andrews AFB, MD  
 507<sup>th</sup> ARW Tinker AFB, OK  
 604<sup>th</sup> RSG March ARB, CA  
 624<sup>th</sup> RSG Hickam AFB, HI  
 916<sup>th</sup> ARW Seymour-Johnson AFB, NC  
 927<sup>th</sup> ARW Selfridge ANGB, MI  
 931<sup>st</sup> ARG McConnell AFB, KS  
 932<sup>nd</sup> AW Scott AFB, IL  
 939<sup>th</sup> ARW Portland IAP, OR  
 940<sup>th</sup> ARW Beale AFB, CA

— Commander:  
 Major General Robert E. Duignan

## 452<sup>nd</sup> Air Mobility Wing March Air Reserve Base, CA Unit Equipped

— Mission: The 452<sup>nd</sup> Air Mobility Wing is a combat ready, unit-equipped wing, operating 8 KC-135R and 8 C-141C weapon systems, which responds to national level taskings and contingency operations, providing support to the National Command Authorities, Tactical Airlift Control Center and the Single Integrated Operational Plan (SIOP). It is the only Air Force Reserve unit that is able to perform strategic airlift, airdrop, air refueling and aeromedical evacuations. March Field functions as the host base for a variety of military units whose members are Reserve, Active Duty and National Guard. The 452 AMW also provides first echelon support for the 1<sup>st</sup> Marine Expeditionary Force.

— Parent Unit: 4<sup>th</sup> AF

— Subordinate Units:

452<sup>nd</sup> Operations Group  
 452<sup>nd</sup> Operations Support Squadron  
 336<sup>th</sup> Air Refueling Squadron  
 729<sup>th</sup> Airlift Squadron  
 730<sup>th</sup> Airlift Squadron

452<sup>nd</sup> Aeromedical Evacuation Squadron  
 452<sup>nd</sup> Airlift Control Flight  
 452<sup>nd</sup> Maintenance Group  
 452<sup>nd</sup> Aircraft Maintenance Squadron  
 752<sup>nd</sup> Aircraft Maintenance Squadron  
 452<sup>nd</sup> Maintenance Operations Squadron  
 452<sup>nd</sup> Maintenance Squadron  
 452<sup>nd</sup> Mission Support Group  
 452<sup>nd</sup> Mission Support Squadron  
 452<sup>nd</sup> Civil Engineering Squadron  
 452<sup>nd</sup> Services Squadron  
 452<sup>nd</sup> Communications Squadron  
 452<sup>nd</sup> Security Forces Squadron  
 50<sup>th</sup> Aerial Port Squadron  
 56<sup>th</sup> Aerial Port Squadron  
 452<sup>nd</sup> Logistics Readiness Squadron  
 452<sup>nd</sup> Medical Group  
 452<sup>nd</sup> Aeromedical Staging Squadron  
 752<sup>nd</sup> Medical Squadron  
 452<sup>nd</sup> Aerospace Medicine Squadron  
 452<sup>nd</sup> Wing Staff: Command Post, Performance Planning, Historian, Chaplain, Financial Management, IG, Legal, Safety, Recruiting, Public Affairs and Military Equal Opportunity

— Gaining Command:  
 Air Mobility Command

— Type of Aircraft Flown: KC-135R Stratotanker and C-141C Starlifter

— Commander:  
 Brigadier General James T. Rubeor

— Recent Major Operations/Exercises 1999-2004:

Operation IRAQI FREEDOM  
 Operation NOBLE EAGLE  
 Operation ENDURING FREEDOM  
 Operation FUNDAMENTAL JUSTICE  
 Operation NORTHERN WATCH  
 Operation SOUTHERN WATCH  
 DEEP FREEZE  
 PHOENIX BANNER  
 GLOBAL GUARDIAN  
 ULCHI FOCUS LENS

PHOENIX SCORPION III  
 NORTHERN EDGE  
 JOINT GUARDIAN  
 AIRLIFT RODEO  
 Joint Task Force 6 – Counter Drug  
 Ops (PALMETTO GHOST)  
 GOLDEN MEDIC  
 TANDEM THRUST  
 RED FLAG  
 COPE NORTH  
 FOAL EAGLE  
 VARIOUS AEFs  
 NORAD ops  
 FEMA transportation

- Number of Personnel Assigned:  
3,975

- Gaining Command:  
Air Mobility Command
- Type of Aircraft Flown:  
KC-135E Stratotanker
- Commander:  
Colonel James L. Kerr
- Recent Major Operations/Exercises  
1999-2004:  
Kosovo/Bosnia operations  
NATO's Operation ALLIED FORCE  
Operation IRAQI FREEDOM  
Operation ENDURING FREEDOM  
Operation NOBLE EAGLE  
Operation JOINT FORGE
- Number of Personnel Assigned: 900

## 940<sup>th</sup> Air Refueling Wing Beale AFB, CA

### Unit Equipped

- Mission: The 940<sup>th</sup> Air Refueling Wing provides aerial refueling and airlift capability worldwide to support national objectives.
- Parent Unit: 4<sup>th</sup> AF
- Subordinate Units:  
 940<sup>th</sup> Operations Group  
 314<sup>th</sup> Air Refueling Squadron  
 940<sup>th</sup> Operations Support Flight  
 940<sup>th</sup> Maintenance Group  
 940<sup>th</sup> Maintenance Squadron  
 940<sup>th</sup> Aircraft Maintenance Squadron  
 940<sup>th</sup> Logistics Support Squadron  
 940<sup>th</sup> Combat Logistics Support Squadron  
 940<sup>th</sup> Mission Support Group  
 940<sup>th</sup> Mission Support Squadron  
 940<sup>th</sup> Services Flight  
 940<sup>th</sup> Security Forces Squadron  
 940<sup>th</sup> Civil Engineering Squadron  
 940<sup>th</sup> Communications Flight  
 940<sup>th</sup> Aerospace Medicine Squadron  
 940<sup>th</sup> Air Refueling Wing  
 Headquarters Element

# Colorado

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## 302<sup>nd</sup> Airlift Wing Peterson AFB, CO

### Unit Equipped

— Mission: The mission of the 302<sup>nd</sup> Airlift Wing is to train, equip and employ ground forces in worldwide sustainment of the nation's vital interests during times of peace and conflict. During times of need, applicable military theater commanders can use individual or the combined assets of the 302<sup>nd</sup> Airlift Wing to conduct sustainment operations. These vital assets include civil engineering, security forces, aerial porters, and services as well as support functions. The wing also conducts airborne firefighting, humanitarian and aeromedical staging missions. It is the only Air Force Reserve unit trained and equipped with the Modular Airborne Firefighting System (MAFFS). Additionally, the wing provides administrative support to the 310<sup>th</sup> Space Group at Schriever AFB, CO, the Air Force Reserve's only space operations group that does not operationally report to the 302<sup>nd</sup> Airlift Wing.

— Parent Unit: 22<sup>nd</sup> AF

— Subordinate Units:

- 302<sup>nd</sup> Airlift Wing
- 302<sup>nd</sup> Operations Group
- 731<sup>st</sup> Airlift Squadron
- 302<sup>nd</sup> Operations Flight
- 302<sup>nd</sup> Airlift Control Flight
- 302<sup>nd</sup> Maintenance Group
- 302<sup>nd</sup> Maintenance Squadron
- 302<sup>nd</sup> Aircraft Maintenance Squadron
- 302<sup>nd</sup> Maintenance Operations Flight
- 302<sup>nd</sup> Mission Support Group
- 302<sup>nd</sup> Mission Support Flight

- 302<sup>nd</sup> Civil Engineer Squadron
- 302<sup>nd</sup> Security Forces Squadron
- 302<sup>nd</sup> Communications Flight
- 302<sup>nd</sup> Services Flight
- 302<sup>nd</sup> Logistics Readiness Squadron
- 39<sup>th</sup> Aerial Port Squadron
- 302<sup>nd</sup> Aeromedical Staging Squadron

— Gaining Command:

Air Mobility Command

— Type of Aircraft Flown:

C-130H3 Hercules

— Commander:

Brigadier General William P. Kane

— Recent Major Operations/Exercises 1999-2004:

Operation NOBLE EAGLE  
Operation ENDURING FREEDOM  
Operation JOINT FORGE

Annual Modular Airborne

Firefighting System (MAFFS)

Training at Boise, Idaho

CORONET OAK

Activated by the U.S. Forest Service (USFS) to fight wildfires in Colorado

— Number of Personnel Assigned:

1,368

## 310<sup>th</sup> Space Group Schriever AFB, CO

— Mission: Augment Air Force Space Command and other agencies by providing mission control and support activities to conduct satellite operations, space surveillance and early warning, navigation, space testing and space aggressor activities, Air and Space Operations Center reachback and battlespace situational awareness, and terrestrial asset protection.

- Parent Unit: 10<sup>th</sup> AF
- Subordinate Units:
  - 6<sup>th</sup> Space Operations Squadron (DMSP)
  - 7<sup>th</sup> Space Operations Squadron (GPS/DSP)
  - 8<sup>th</sup> Space Warning Squadron  
Buckley AFB, CO, (SBIRS)
  - 9<sup>th</sup> Space Operations Squadron  
Vandenberg AFB, CA  
(Air and Space Operations Center)
  - 14<sup>th</sup> Test Squadron
  - 19<sup>th</sup> Space Operations Squadron (GPS)
  - 26<sup>th</sup> Space Aggressor Squadron
  - 310<sup>th</sup> Communications Flight  
Peterson AFB, CO,  
(Network Operations and Security Center)
  - 310<sup>th</sup> Security Forces Squadron
- Gaining Command:
  - Air Force Space Command (AFSPC)
  - National Oceanic and Atmospheric Administration (NOAA) (DMSP)
- Type of Satellites Flown:
  - Defense Meteorological Satellite Program (DMSP)
  - Global Positioning System (GPS)
  - Defense Support Program (DSP)
  - Space-Based Infrared System (SBIRS)
- Commander:
  - Colonel Roscoe L.O. Griffin
- Recent Major Operations/Exercises 1999-2004:
  - Operation NOBLE EAGLE
  - Operation ENDURING FREEDOM
  - Operation IRAQI FREEDOM
  - Operation NORTHERN WATCH
  - Operation SOUTHERN WATCH
  - GLOBAL GUARDIAN
  - ULCHI FOCUS LENS
- Number of Personnel Assigned: 404

# Delaware

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## 512<sup>th</sup> Airlift Wing Dover AFB, DE

### Associate Unit

- Mission: The 512<sup>th</sup> Airlift Wing's mission is to recruit, train, equip and retain a qualified force to augment major commands with people and units in support of strategic airlift during peace and war. Its peacetime mission is to manage, maintain, and train Air Force Reserve Command personnel to achieve combat readiness according to training standards established by Air Mobility Command and Air Combat Command. The unit performs peacetime missions compatible with AFRC training requirements and the maintenance of mobilization standards.
- Parent Unit: 22<sup>nd</sup> AF
- Subordinate Units:
  - 512<sup>th</sup> Operations Group
  - 512<sup>th</sup> Maintenance Group
  - 512<sup>th</sup> Mission Support Group.
  - 326<sup>th</sup> Airlift Squadron
  - 709<sup>th</sup> Airlift Squadron
  - 512<sup>th</sup> Operations Support Flight
  - 512<sup>th</sup> Airlift Control Flight
  - 512<sup>th</sup> Memorial Affairs Squadron
  - 71<sup>st</sup> Aerial Port Squadron
  - 622<sup>nd</sup> Communication Flight
  - 512<sup>th</sup> Mission Support Squadron
  - 512<sup>th</sup> Component Maintenance Squadron
  - 512<sup>th</sup> Equipment Maintenance Squadron
  - 512<sup>th</sup> Civil Engineering Squadron
  - 512<sup>th</sup> Logistics Readiness Flight
  - 512<sup>th</sup> Aerospace Medicine Squadron
  - 512<sup>th</sup> Security Forces Squadron

- 46<sup>th</sup> Aerial Port Squadron
- 512<sup>th</sup> Aircraft Maintenance Squadron
- 512<sup>th</sup> Maintenance Operations Flight

- Gaining Command:  
Air Mobility Command
- Type of Aircraft Flown:  
C-5A/B Galaxy
- Commander:  
Colonel Ronald A. Rutland
- Recent Major Operations/Exercises 1999-2004:  
Operation ENDURING FREEDOM  
Operation NOBLE EAGLE  
Operation PROVIDE HOPE  
Operation SOUTHERN WATCH  
Operation NORTHERN WATCH  
ALLIED FORCE  
PHOENIX BANNER  
PHOENIX PACE
- Number of personnel assigned:  
1,969

# Florida

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## 482<sup>nd</sup> Fighter Wing Homestead Air Reserve Station, FL

### Unit Equipped

- Mission: To train and equip reservists to respond to wartime and peacetime taskings as directed by higher headquarters. The wing specifically trains for mobility, deployment and employment.
- Parent Unit: 10<sup>th</sup> AF
- Subordinate Units:
  - 482<sup>nd</sup> Operations Group
  - 482<sup>nd</sup> Logistics Group
  - 482<sup>nd</sup> Support Group
  - 482<sup>nd</sup> Medical Squadron
  - 70<sup>th</sup> Aerial Port Squadron
  - 93<sup>rd</sup> Fighter Squadron
  - 482<sup>nd</sup> Operations Support Flight
  - 482<sup>nd</sup> Maintenance Squadron
  - 482<sup>nd</sup> Logistics Support Squadron
  - 482<sup>nd</sup> Mission Support Squadron
  - 482<sup>nd</sup> Security Forces Squadron
  - 482<sup>nd</sup> Civil Engineering Squadron
  - 482<sup>nd</sup> Communication Squadron
  - 482<sup>nd</sup> Services Squadron
- Gaining Command:  
Air Combat Command
- Type of Aircraft Flown:  
F-16C/D Fighting Falcon
- Commander:  
Colonel Steven R. Fulghum
- Recent Major Operations/Exercises 1999-2004:
  - Operation NORTHERN WATCH
  - Operation SOUTHERN WATCH
  - Dissimilar-combat training with Navy F-14s and F-18s at Oceana Naval Air Station, VA
  - Operation NOBLE EAGLE
  - Operation ENDURING FREEDOM

— Number of Personnel Assigned:  
1,915

## 919<sup>th</sup> Special Operations Wing Eglin AFB, (Duke Field), FL

### Unit Equipped

- Mission: Command, organize, train, equip and administer assigned personnel with the capacity for immediate worldwide deployment. To ensure aircrews are trained in tactics and operation of assigned aircraft for their wartime mission. The 919<sup>th</sup> SOW is the sole source for MC-130E Combat Talon I initial training for Reserve and active duty aircrews. Wartime mission is to conduct air operations in support of conventional and unconventional forces.
- Parent Unit: 10<sup>th</sup> AF
- Subordinate Units:
  - 919<sup>th</sup> Operations Group
  - 919<sup>th</sup> Maintenance Group
  - 919<sup>th</sup> Mission Support Group
  - 919<sup>th</sup> Operations Support Squadron
  - 711<sup>th</sup> Special Operations Squadron
  - 5<sup>th</sup> Special Operations Squadron
  - 919<sup>th</sup> Maintenance Squadron
  - 719<sup>th</sup> Maintenance Squadron
  - 919<sup>th</sup> Maintenance Operations Flight
  - 919<sup>th</sup> Aircraft Maintenance Squadron
  - 919<sup>th</sup> Medical Squadron
  - 919<sup>th</sup> Civil Engineer Squadron
  - 919<sup>th</sup> Security Forces Squadron
  - 919<sup>th</sup> Mission Support Squadron
  - 919<sup>th</sup> Services Flight
  - 919<sup>th</sup> Logistics Readiness Squadron
  - 919<sup>th</sup> Aerial Delivery Flight
  - 719<sup>th</sup> Communications Flight
- Gaining Command:  
AF Special Operations Command

- Type of aircraft flown:  
MC-130E , MC-130P
- Commander:  
Colonel Mark A. Kyle
- Recent Major Operations/Exercises  
1999-2004:  
Operation IRAQI FREEDOM  
Operation ENDURING FREEDOM  
Anaconda in Southern Iraq  
Millennium Challenge 2002  
Operation SOUTHERN WATCH  
Operation NORTHERN WATCH  
Operation NATURAL FIRE  
JCS Exercise  
GREEN FLAG  
Operation JOINT FORGE
- Number of Personnel Assigned:  
1,311

## 920<sup>th</sup> Rescue Wing Patrick AFB, FL

### Unit Equipped

- Mission: During peacetime, the primary mission of the 920<sup>th</sup> is to train personnel to achieve and maintain the capability to perform combat rescue missions; search for, locate and recover United States Air Force and other Department of Defense personnel; provide rescue support for NASA manned Space Shuttle operations; support Air Force Space Command by clearing the launch hazard area prior to rocket launch activity; provide search and rescue support of civilians as directed by the Air Force Rescue Coordination Center; and provide support to humanitarian and disaster relief operations at the request of foreign governments and the International Civil Aviation Organization.

- Parent Unit: 10<sup>th</sup> AF
- Subordinate Units:  
920<sup>th</sup> Operations Group  
920<sup>th</sup> Maintenance Group  
920<sup>th</sup> Mission Support Group  
301<sup>st</sup> Rescue Squadron  
39<sup>th</sup> Rescue Squadron  
920<sup>th</sup> Maintenance Squadron  
920<sup>th</sup> Mission Support Squadron  
920<sup>th</sup> Aeromedical Staging Squadron
- The wing also has two geographically separated units:  
304<sup>th</sup> Rescue Squadron,  
Portland IAP, Oregon  
305<sup>th</sup> Rescue Squadron,  
Davis-Monthan AFB, Arizona
- Gaining Command: Air Force  
Special Operations Command
- Type of Aircraft Flown:  
HH-60 Pave Hawk helicopters and  
HC-130 Hercules
- Commander:  
Colonel Timothy E. Tarchick
- Recent Major Operations/Exercises  
1999-2004:  
Operation IRAQI FREEDOM  
Operation ENDURING FREEDOM  
Operation SOUTHERN WATCH  
Operation NORTHERN WATCH
- Number of Personnel Assigned:  
1,200

# Georgia

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## Headquarters 22<sup>nd</sup> Air Force Dobbins Air Reserve Base, GA

- Mission: The peacetime mission of 22<sup>nd</sup> Air Force is to recruit and train reservists, maintain subordinate units at the highest level of combat readiness, and, as a by-product of training, coordinate daily support of the active force mission. The wartime mission is to provide combat-ready airlift and support units and augment personnel requirements to Air Mobility Command in the United States.
- Subordinate Units:
  - 94<sup>th</sup> AW Dobbins ARB, GA
  - 302<sup>nd</sup> AW Peterson AFB, CO
  - 315<sup>th</sup> AW Charleston AFB, SC
  - 403<sup>rd</sup> WG Keesler, AFB, MS
  - 439<sup>th</sup> AW Westover ARB, MA
  - 440<sup>th</sup> AW Gen Mitchell IAP ARS, WI
  - 512<sup>th</sup> AW Dover AFB, DE
  - 514<sup>th</sup> AW McGuire AFB, NJ
  - 622<sup>nd</sup> RSG Dobbins ARB, GA
  - 908<sup>th</sup> AW Maxwell AFB, AL
  - 910<sup>th</sup> AW Youngstown MAP, OH
  - 911<sup>th</sup> AW Greater Pittsburgh IAP ARS, PA
  - 913<sup>th</sup> AW Willow Grove ARS, PA
  - 914<sup>th</sup> AW Niagara Falls IAP ARS, NY
  - 934<sup>th</sup> AW Minneapolis- St. Paul IAP ARS, MN
- Commander:  
Major General James D. Bankers

## 94<sup>th</sup> Airlift Wing Dobbins Air Reserve Base, GA

### Unit Equipped

- Mission: The 94<sup>th</sup> Airlift Wing has a three-fold mission. The first is to train C-130 crewmembers. The second is to maintain combat units ready to deploy on short notice to defend the nation. Finally, they are the host organization at Dobbins Air Reserve Base and are responsible for providing security, civil engineering, fire protection and certain other services for various tenant organizations assigned to the base.
- Parent Unit: 22<sup>nd</sup> AF
- Subordinate Units:
  - 94<sup>th</sup> Maintenance Group
  - 94<sup>th</sup> Aircraft Maintenance Squadron
  - 94<sup>th</sup> Maintenance Squadron
  - 94<sup>th</sup> Maintenance Operation Flight
  - 94<sup>th</sup> Operations Group
  - 700<sup>th</sup> Airlift Squadron
  - 94<sup>th</sup> Aeromedical Evacuation Squadron (AMC gained)
  - 94<sup>th</sup> Airlift Control Flight (AMC gained)
  - 94<sup>th</sup> Operations Support Squadron
  - 94<sup>th</sup> Mission Support Group
  - 94<sup>th</sup> Civil Engineer Squadron
  - 94<sup>th</sup> Mission Support Squadron
  - 94<sup>th</sup> Security Forces Squadron
  - 94<sup>th</sup> Services Squadron
  - 94<sup>th</sup> Logistics Readiness Squadron
  - 80<sup>th</sup> Aerial Port Squadron (AMC gained)
  - 94<sup>th</sup> Communications Flight
  - 94<sup>th</sup> Aeromedical Staging Squadron (AMC gained).



- Gaining Command: Separate elements of the wing, when called to active duty, would be gained by Air Education and Training Command, Air Mobility Command and Air Combat Command.
- Type of Aircraft Flown:  
C-130H Hercules
- Commander:  
Brigadier General Thomas M. Stogsdill
- Recent Major Operations/Exercises 1999-2004:  
Operation NOBLE EAGLE  
Operation ENDURING FREEDOM  
Operation SOUTHERN WATCH  
Operation PROVIDE HOPE  
SHINING HOPE  
CORONET OAK  
ULCHI FOCUS LENS  
PACIFIC WARRIOR  
Hurricane Relief: Andrew, Opal  
Mitch and Floyd
- Number of Personnel Assigned:  
1,817

# Illinois

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## 932<sup>nd</sup> Airlift Wing

### Scott AFB, IL

#### Associate Unit

- Mission: The mission of the 932<sup>nd</sup> Airlift Wing is to provide airlift capability to the Air Force by supporting the transportation of passengers, patients, and cargo while continuing to train and support aircrew and aero-medical evacuation personnel.
- Parent Unit: 4<sup>th</sup> AF
- Subordinate Units:
  - 932<sup>nd</sup> Operations Group
  - 932<sup>nd</sup> Medical Group
  - 932<sup>nd</sup> Maintenance Group
  - 932<sup>nd</sup> Mission Support Group
  - 73<sup>rd</sup> Airlift Squadron
  - 932<sup>nd</sup> Aeromedical Evacuation Squadron
  - 932<sup>nd</sup> Aerospace Medicine Squadron
  - 932<sup>nd</sup> Aeromedical Staging Squadron
  - 932<sup>nd</sup> Medical Squadron
  - 932<sup>nd</sup> Maintenance Squadron
  - 932<sup>nd</sup> Civil Engineer Squadron
  - 932<sup>nd</sup> Mission Support Squadron.
- Gaining Command:
  - Air Mobility Command
- Type of Aircraft Flown:
  - C-9A Nightingale
- Commander:
  - Colonel Donald E. Fletcher
- Recent Major Operations/Exercises 1999-2004:
  - Operation NOBLE EAGLE
  - Operation ENDURING FREEDOM
  - Operation IRAQI FREEDOM
  - NATO's Operation ALLIED FORCE
- Number of Personnel Assigned: 980

# Indiana

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## 434th Air Refueling Wing Grissom Air Reserve Base, IN

### Unit Equipped

- Mission: The 434<sup>th</sup> Air Refueling Wing is one of the key aerial refueling units in the Air Force Reserve Command. From its home at Grissom Air Reserve Base, Ind., the wing and its people deploy around the world in support of various Air Force operations and contingencies.

The 434<sup>th</sup> Air Refueling Wing develops and maintains the operational capability of its units and train reservists for worldwide duty. Training consists of flight operations, deployments and weekend training. It also has special taskings to generate aircraft and crews in support of the Air Mobility Command, Scott AFB, Ill. Headquarters Air Force Reserve, Robins Air Force Base, Ga., and 4<sup>th</sup> Air Force, March ARB, Calif., provide command and supervisory guidance prior to mobilization.

The 434<sup>th</sup> Air Refueling Wing regularly participates in exercises and front-line operations to support America's national interests. In addition to being a self-contained combat ready unit, the 434<sup>th</sup> Air Refueling Wing also has the responsibility to operate and maintain Grissom Air Reserve Base. Grissom is one of only five Air Force Reserve Bases nationwide.

- Parent Unit: 4<sup>th</sup> AF

- Subordinate Units:
  - 434<sup>th</sup> Operations Group
    - 72<sup>nd</sup> Air Refueling Squadron
    - 74<sup>th</sup> Air Refueling Squadron
  - 434<sup>th</sup> Maintenance Group
  - 434<sup>th</sup> Mission Support Group

Included in these major organizations are such areas as flight operations, aircraft maintenance, plans and programs, safety, airfield management, security police, communications, medical support, information management, administration, and civil engineering.

- Gaining Command:
  - Air Mobility Command
- Type of Aircraft Flown:
  - KC-135R Stratotankers
- Commander: Colonel James L. Melin
- Recent Major Operations/Exercises 1999-2004:
  - European Tanker Task Force
  - Icelandic Tanker Task Force
  - Operation ALLIED FORCE
  - Operation NOBLE EAGLE
  - Operation ENDURING FREEDOM
  - Operation IRAQI FREEDOM
- Number of Personnel Assigned:
  - 1,590

# Kansas

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## 931<sup>st</sup> Air Refueling Group McCConnell AFB, KS

### Associate Unit

- Mission: To organize, recruit and train Reservists while providing operationally ready aircrews and support personnel for training and operational missions as directed by the Air Force Reserve, Air Mobility Command and the U.S. Air Force.
- Parent Unit: 4<sup>th</sup> AF
- Subordinate Units:
  - 931<sup>st</sup> Aircraft Maintenance Squadron
  - 931<sup>st</sup> Civil Engineer Squadron
  - 931<sup>st</sup> Operations Support Flight
  - 931<sup>st</sup> Mission Support Flight
  - 18<sup>th</sup> Air Refueling Squadron
- Gaining Command:
  - Air Mobility Command
- Type of Aircraft Flown:
  - KC-135R Stratotanker
- Commander:
  - Colonel Karl J. "John" Hurdle
- Recent Major Operations/Exercises 1999-2004:
  - Operation ENDURING FREEDOM
  - Operation NOBLE EAGLE
  - Operation ALLIED FORCE
  - Operation NORTHERN WATCH
  - PHOENIX SCORPION I-II-III-IV
  - PHOENIX DUKE
  - JOINT FORGE
- Number of Personnel Assigned: 364

# Louisiana

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## 917<sup>th</sup> Wing Barksdale AFB, LA

### Unit Equipped

— Mission: The 917<sup>th</sup> is a composite wing which operates both the A-10A and the B-52H. The mission of the 47<sup>th</sup> Fighter Squadron is to train student pilots to fly the A-10. The primary mission of the B-52 bomber, belonging to the 93<sup>rd</sup> Bomb Squadron, is to conduct strategic heavy bombardment and maritime operations. The 917<sup>th</sup> Wing will augment active duty forces within the Air Combat Command during wartime taskings.

— Parent Unit: 10<sup>th</sup> AF

### — Subordinate Units:

917<sup>th</sup> Operations Group  
93<sup>rd</sup> Bomb Squadron  
47<sup>th</sup> Fighter Squadron  
917<sup>th</sup> Operational Support Flight  
917<sup>th</sup> Operational Support Flight  
917<sup>th</sup> Maintenance Group  
917<sup>th</sup> Maintenance Squadron  
917<sup>th</sup> Aircraft Maintenance Squadron  
917<sup>th</sup> Aircraft Maintenance Squadron  
917<sup>th</sup> Maintenance Operations Squadron  
917<sup>th</sup> Mission Support Group  
917<sup>th</sup> Mission Support Squadron  
917<sup>th</sup> Civil Engineer Squadron  
917<sup>th</sup> Security Forces Squadron  
917<sup>th</sup> Logistics Readiness Squadron  
917<sup>th</sup> Communications Flight  
917<sup>th</sup> Services Flight  
917<sup>th</sup> Medical Squadron

— Gaining Command:  
Air Combat Command

— Type of Aircraft Flown:  
A-10 Thunderbolt II and  
B-52H Stratofortress

- Commander:  
Brigadier General Jack. C. Ihle
- Recent Major Operations/Exercises  
1999-2004:  
HAWGSMOKE  
Operation ENDURING FREEDOM  
Operation NOBLE EAGLE  
Operation IRAQI FREEDOM  
RED HORSE
- Number of Personnel Assigned:  
1,556

## 926<sup>th</sup> Fighter Wing Naval Air Station Joint Reserve Base, New Orleans, LA

### Unit Equipped

— Mission: The 926<sup>th</sup> Fighter Wing directs the training of assigned reservists to a high level of combat readiness. When necessary, assures the immediate mobilization and deployment of personnel, aircraft, and equipment to support national objectives. Directs the planning and execution of assigned fighter roles and missions using the full spectrum of conventional weapons to neutralize enemy military capabilities.

— Parent Unit: 10<sup>th</sup> AF

### — Subordinate Units:

926<sup>th</sup> Operations Group  
926<sup>th</sup> Operations Support Flight  
706<sup>th</sup> Fighter Squadron  
926<sup>th</sup> Maintenance Group  
926<sup>th</sup> Maintenance Operations Flight  
926<sup>th</sup> Aircraft Maintenance Squadron  
926<sup>th</sup> Maintenance Squadron  
926<sup>th</sup> Mission Support Group

926<sup>th</sup> Logistics Readiness Squadron  
926<sup>th</sup> Mission Support Flight  
926<sup>th</sup> Civil Engineer Squadron  
926<sup>th</sup> Security Forces Squadron  
926<sup>th</sup> Communications Flight  
926<sup>th</sup> Services Flight  
926<sup>th</sup> DoD Security Forces  
926<sup>th</sup> Medical Squadron

- Gaining Command:  
Air Combat Command
- Type of Aircraft Flown:  
A/OA-10 Thunderbolt II
- Commander:  
Colonel Randall G. Falcon
- Recent Major Operations/Exercises  
1999-2004:  
Operation IRAQI FREEDOM  
Operation ENDURING FREEDOM  
Operation NOBLE EAGLE  
Aerospace Expeditionary Force  
to Incirlik  
Operation NORTHERN WATCH
- Number of Personnel Assigned:  
1,047

# Maryland

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## 459<sup>th</sup> Air Refueling Wing Andrews AFB, MD

### Unit Equipped

- Mission: The mission of the 459<sup>th</sup> Air Refueling Wing is to organize, support, train and equip reservists to provide aerial refueling and airlift capability around the globe.
- Parent Unit: 4<sup>th</sup> AF
- Subordinate Units:
  - 459<sup>th</sup> Operations Group
  - 459<sup>th</sup> Operations Support Flight
  - 756<sup>th</sup> Air Refueling Squadron
  - 459<sup>th</sup> Aeromedical Evacuation Squadron
  - 459<sup>th</sup> Aeromedical Staging Squadron
  - 459<sup>th</sup> Aerospace Medicine Squadron
  - 459<sup>th</sup> Maintenance Group
  - 459<sup>th</sup> Maintenance Operations Flight
  - 459<sup>th</sup> Aircraft Maintenance Squadron
  - 459<sup>th</sup> Maintenance Squadron
  - 759<sup>th</sup> Logistic Readiness Flight
  - 459<sup>th</sup> Mission Support Group
  - 459<sup>th</sup> Mission Support Flight
  - 459<sup>th</sup> Communications Flight
  - 459<sup>th</sup> Logistics Readiness Flight
  - 459<sup>th</sup> Services Flight
  - 459<sup>th</sup> Civil Engineering Squadron
  - 459<sup>th</sup> Security Forces Squadron
  - 69<sup>th</sup> Aerial Port Squadron
- Gaining Command:  
Air Mobility Command
- Type of Aircraft Flown:  
KC-135 R Stratotanker
- Commander:  
Brigadier General Richard Severson
- Major Operations and Exercises  
1999-2004:  
Operation ENDURING FREEDOM  
Operation FUNDAMENTAL  
JUSTICE

INF Treaty support in Izhevsk,  
Russia  
NASA atmospheric research cargo  
to Brazil and Tahiti and space  
shuttle equipment to Italy  
Humanitarian cargo to Bolivia,  
Colombia, Ecuador, Honduras,  
Mexico, Nicaragua, Peru, and  
Germany  
Joint Task Force 6 Counter Drug  
flights to Colombia and Puerto  
Rico  
PHOENIX BANNER

- Number of Personnel Assigned:  
1,442

# Massachusetts

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## 439<sup>th</sup> Airlift Wing Westover Air Reserve Base, MA

### Unit Equipped

- Mission: The wartime mission is to operate and maintain its C-5 aircraft on worldwide Air Force missions and to command and direct subordinate units, both at Westover and at geographically separated locations. The peacetime mission includes recruiting, training and supervision of personnel to ensure mission readiness.
- Parent Unit: 22<sup>nd</sup> AF
- Subordinate Units:
  - 439<sup>th</sup> Operations Group
  - 439<sup>th</sup> Mission Support Group
  - 439<sup>th</sup> Maintenance Group
  - 439<sup>th</sup> Aeromedical Evacuation Squadron
  - 419<sup>th</sup> Aerospace Medicine Squadron
  - 85<sup>th</sup> Aerial Port Squadron
  - 722<sup>nd</sup> Aeromedical Staging Squadron
  - 439<sup>th</sup> Operations Support Squadron
  - 439<sup>th</sup> Aircraft Maintenance Squadron
  - 42<sup>nd</sup> Aerial Port Squadron
  - 337<sup>th</sup> Airlift Squadron
  - 439<sup>th</sup> Civil Engineering Squadron
  - 439<sup>th</sup> Logistics Support Squadron
  - 439<sup>th</sup> Security Forces Squadron
  - 439<sup>th</sup> Airlift Control Flight
  - 58<sup>th</sup> Aerial Port Squadron
  - 439<sup>th</sup> Aeromedical Staging Squadron
  - 439<sup>th</sup> Communications Squadron
  - 439<sup>th</sup> Maintenance Squadron
  - 439<sup>th</sup> Services Squadron
- Gaining Command:  
Air Mobility Command
- Type of Aircraft Flown:  
C-5A Galaxy
- Commander:  
Colonel Wallace W. Farris, Jr.
- Recent Major Operations/Exercises 1999-2004:
  - Operation ALLIED FORCE  
Provided assistance to flood victims in Mozambique
  - Humanitarian aid in Honduras
  - Operation ENDURING FREEDOM
  - Operation IRAQI FREEDOM
- Number of Personnel Assigned:  
2,450



# Michigan

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## 927<sup>th</sup> Air Refueling Wing Selfridge Air National Guard Base, MI

### Unit Equipped

- Mission: The mission of the 927<sup>th</sup> ARW is to extend the Global Reach of United States air power through trained personnel and mission ready equipment. The wing develops and maintains the operational capability of its 14 subordinate units and trains its reservists for worldwide duty. Training consists of flight operations, deployments and weekend training.

- Parent Unit: 4<sup>th</sup> AF

### — Subordinate Units:

927<sup>th</sup> Operations Group  
63<sup>rd</sup> Air Refueling Squadron  
927<sup>th</sup> Operations Support Squadron  
927<sup>th</sup> Logistics Group  
927<sup>th</sup> Maintenance Squadron  
927<sup>th</sup> Logistics Support Squadron  
927<sup>th</sup> Aircraft Generation Squadron  
927<sup>th</sup> Aerospace Medicine Squadron  
927<sup>th</sup> Aeromedical Staging Squadron  
927<sup>th</sup> Support Group  
927<sup>th</sup> Mission Support Squadron  
927<sup>th</sup> Civil Engineering Squadron  
927<sup>th</sup> Security Forces Squadron  
927<sup>th</sup> Communications Flight.

- Gaining Command:  
Air Mobility Command

- Type of Aircraft Flown:  
KC-135E/R Stratotankers

- Commander:  
Colonel Kenneth D. Suggs

- Recent Major Operations/Exercises  
1999-2004:  
Operation NOBLE ANVIL  
NATO Operation ALLIED FORCE

Operation NOBLE EAGLE  
Operation JOINT FORGE  
Operation DELIBERATE FORGE

- Number of Personnel Assigned:  
1,261

# Minnesota

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## 934<sup>th</sup> Airlift Wing Minneapolis-St. Paul International Airport Air Reserve Station, MN

### Unit Equipped

- Mission: The mission of the 934<sup>th</sup> Airlift Wing is to fly C-130E cargo aircraft, both airdropping and airlanding cargo and people. Aeromedical evacuation of patients within the theater of operations is another facet of the mission. The 934<sup>th</sup> Airlift Wing supports the Air Force mission on a daily basis, providing airlift both in the United States and around the world.

- Parent Unit: 22<sup>nd</sup> AF

### Subordinate Units:

- 96<sup>th</sup> Airlift Squadron
- 934<sup>th</sup> Aeromedical Evacuation Squadron
- 27<sup>th</sup> Aerial Port Squadron,
- 934<sup>th</sup> Civil Engineer Squadron
- 934<sup>th</sup> Maintenance Group
- 934<sup>th</sup> Aeromedical Staging Squadron
- 934<sup>th</sup> Services Squadron
- 934<sup>th</sup> Security Forces Squadron
- 934<sup>th</sup> Communications Flight
- 934<sup>th</sup> Mission Support Group
- 934<sup>th</sup> Operations Support Flight.

- Gaining Command:  
Air Mobility Command

- Type of Aircraft Flown:  
C-130H Hercules

- Commander:  
Colonel James J. Muscatell, Jr.

- Recent Major Operations/Exercises  
1999-2004:  
Operation ENDURING FREEDOM  
Operation IRAQI FREEDOM

### Operation NOBLE EAGLE

The USS Cole incident

VF-22 Osprey crash

The Space Shuttle Columbia incident

September 11, 2001

The wing provided support in  
Kosovo

Helped in the relief effort for  
Hurricane Floyd

- Number of Personnel Assigned:  
1,403

# Mississippi

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## 403<sup>rd</sup> Wing Keesler AFB, MS

### Unit Equipped

- Mission: The 403<sup>rd</sup> Wing provides command and staff supervision to assigned squadrons and flights that support tactical airlift missions. These missions include airlift of personnel, equipment and supplies. Additionally, the wing is the only unit in the Department of Defense tasked to organize, equip, train and perform all hurricane weather reconnaissance in support of the Department of Commerce. The 403<sup>rd</sup> is gained upon mobilization by the Air Mobility Command and will execute missions in support of the theater commander, such as resupply, employment operations within the combat zone or forward area, and when required, aeromedical refugee evacuation and augmentation of other airlift forces.
- Parent Unit: 22<sup>nd</sup> AF
- Subordinate Units:
  - 403<sup>rd</sup> Operations Group
  - 403<sup>rd</sup> Maintenance Group
  - 403<sup>rd</sup> Mission Support Group
  - 403<sup>rd</sup> Aeromedical Staging Squadron
  - 41<sup>st</sup> Aerial Port Squadron
  - 403<sup>rd</sup> Civil Engineer Squadron
  - 403<sup>rd</sup> Logistics Readiness Squadron
  - 403<sup>rd</sup> Maintenance Squadron
  - 403<sup>rd</sup> Maintenance Operations Flight
  - 403<sup>rd</sup> Aircraft Maintenance Squadron
  - 403<sup>rd</sup> Mission Support Flight
  - 403<sup>rd</sup> Security Forces Squadron

- 815<sup>th</sup> Airlift Squadron
- 53<sup>rd</sup> Weather Reconnaissance Squadron
- 403<sup>rd</sup> Communications Flight
- 403<sup>rd</sup> Services Flight
- 403<sup>rd</sup> Operations Support Flight,

- Little Rock AFB, AR
- 96<sup>th</sup> Aerial Port Squadron

- Gaining Command:  
Air Mobility Command
- Type of Aircraft Flown:  
C-130J assigned to 815<sup>th</sup> Airlift Squadron;  
WC-130H and WC-130J assigned to 53<sup>rd</sup> Weather Reconnaissance Squadron
- Commander:  
Brigadier General Richard R. Moss
- Recent Major Operations/Exercises 1999-2004:  
Operation ENDURING FREEDOM  
Operation NOBLE EAGLE  
Pacific Typhoon Reconnaissance  
Winter Storm Reconnaissance  
Operation JOINT FORGE  
CORONET OAK  
Operation JOINT FORGE  
JOINT GUARDIAN  
Operation NORTHERN WATCH  
Operation SOUTHERN WATCH
- Number of Personnel Assigned:  
1,454

# Missouri

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## 442<sup>nd</sup> Fighter Wing Whiteman AFB, MO

### Unit Equipped

- Mission: This wing headquarters is responsible for the manning, training and combat readiness of Air Force Reserve units at Whiteman AFB, Mo. One unit is an A-10 Thunderbolt II fighter squadron. The wing provides leadership and support during peacetime ensuring wartime recall, dependability and combat effectiveness.
- Parent Unit: 10<sup>th</sup> AF
- Subordinate Units:
  - 442<sup>nd</sup> Operations Group
  - 303<sup>rd</sup> Fighter Squadron
  - 442<sup>nd</sup> Operations Support Flight
  - 442<sup>nd</sup> Maintenance Group
  - 442<sup>nd</sup> Maintenance Squadron
  - 442<sup>nd</sup> Maintenance Operations Flight
  - 442<sup>nd</sup> Aircraft Maintenance Squadron
  - 442<sup>nd</sup> Mission Support Group
  - 442<sup>nd</sup> Civil Engineering Squadron
  - 442<sup>nd</sup> Mission Support Flight
  - 442<sup>nd</sup> Communications Flight
  - 442<sup>nd</sup> Security Forces Squadron
  - 442<sup>nd</sup> Services Flight
  - 442<sup>nd</sup> Logistics Readiness Squadron
  - 442<sup>nd</sup> Medical Squadron
- Gaining Command:  
Air Combat Command
- Type of Aircraft Flown:  
A-10-A Thunderbolt II Warthog
- Commander:  
Colonel Patrick A. Cord
- Recent Major Operations/Exercises 1999-2004:
  - Operation IRAQI FREEDOM
  - Operation ENDURING FREEDOM
  - Operation NOBLE EAGLE
  - Aerospace Expeditionary Force #1
  - Operation NORTHERN WATCH
- Number of Personnel Assigned:  
1,151

# New York

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## 914<sup>th</sup> Airlift Wing Niagara Falls International Airport Air Reserve Station, NY

### Unit Equipped

- Mission: To organize, recruit and train Reservists while providing operationally ready aircrews and support personnel for training and operational missions as directed by the Air Force Reserve, Air Mobility Command and the U.S. Air Force. Operational readiness enables the unit to airlift troops, supplies, equipment, and perform aeromedical evacuation of personnel.

- Parent Unit: 22<sup>nd</sup> AF

### Subordinate Units:

- 914<sup>th</sup> Operations Group
- 328<sup>th</sup> Airlift Squadron
- 914<sup>th</sup> Aeromedical Evacuation Squadron
- 914<sup>th</sup> Operations Support Flight
- 914<sup>th</sup> Mission Support Group
- 914<sup>th</sup> Mission Support Flight
- 914<sup>th</sup> Civil Engineering Squadron
- 914<sup>th</sup> Services Squadron
- 914<sup>th</sup> Communications Squadron
- 914<sup>th</sup> Security Forces Squadron
- 30<sup>th</sup> Aerial Port Squadron
- 914<sup>th</sup> Logistics Readiness Squadron
- 914<sup>th</sup> Maintenance Group
- 914<sup>th</sup> Maintenance Squadron
- 914<sup>th</sup> Aircraft Maintenance Squadron
- 914<sup>th</sup> Maintenance Operations Flight

The 914<sup>th</sup> Aeromedical Staging Squadron is a stand-alone unit not within the three Groups. They report to the 914<sup>th</sup> Airlift Wing.

- Gaining Command:  
Air Mobility Command
- Type of Aircraft Flown:  
C-130H3 Hercules
- Commander:  
Colonel James B. Roberts Jr.
- Recent Major Operations/Exercises 1999-2004:  
Operation JOINT FORGE  
Operation NOBLE EAGLE  
Operation ENDURING FREEDOM  
Operation IRAQI FREEDOM
- Number of Personnel Assigned:  
1,548

# North Carolina

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## 916<sup>th</sup> Air Refueling Wing Seymour Johnson AFB, NC

### Unit Equipped

- Mission: The peacetime mission of the 916<sup>th</sup> ARW is to develop and maintain the operational capability of KC-135R Stratotankers and support personnel, training Reservists for worldwide deployment. In the event of war or national emergency, most of the 916<sup>th</sup> ARW will augment active duty forces within the Air Mobility Command.
  - Parent Unit: 4<sup>th</sup> Air Force
  - Subordinate Units:
    - 916<sup>th</sup> Operations Group
    - 916<sup>th</sup> Operations Support Flight
    - 77<sup>th</sup> Air Refueling Squadron
    - 916<sup>th</sup> Mission Support Group
    - 916<sup>th</sup> Logistics Readiness Squadron
    - 916<sup>th</sup> Civil Engineer Squadron
    - 916<sup>th</sup> Security Forces Squadron
    - 916<sup>th</sup> Mission Support Flight
    - 916<sup>th</sup> Services Flight
    - 916<sup>th</sup> Maintenance Group
    - 916<sup>th</sup> Maintenance Squadron
    - 916<sup>th</sup> Aircraft Maintenance Squadron
    - 916<sup>th</sup> Maintenance Operations Flight
    - 916<sup>th</sup> Aerospace Medicine Squadron
    - 716<sup>th</sup> Communications Flight
    - 916<sup>th</sup> Communications Flights.
  - Gaining Command:
    - Air Mobility Command
    - (Air Combat Command gains 716<sup>th</sup> Communications Flight)
  - Type of Aircraft Flown:
    - KC-135R Stratotanker.
  - Commander:
    - Colonel Paul J. Sykes
- Recent Major Operations/Exercises 1999-2004:
    - Operation NOBLE EAGLE
    - Operation IRAQI FREEDOM
    - Operation ALLIED FORCE
  - Number of Personnel Assigned: 952

# Ohio

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## 445<sup>th</sup> Airlift Wing Wright-Patterson AFB, OH

### Unit Equipped

- Mission: The mission of the 445<sup>th</sup> is to provide worldwide transport of troops and cargo, to provide aeromedical evacuation, and to recruit and train toward these goals.
- Parent Unit: 4<sup>th</sup> AF
- Subordinate Units:
  - 445<sup>th</sup> Maintenance Group
  - 445<sup>th</sup> Maintenance Squadron
  - 445<sup>th</sup> Combat Logistics Support Squadron
  - 445<sup>th</sup> Maintenance Operations Squadron
  - 445<sup>th</sup> Aircraft Maintenance Squadron
  - 445<sup>th</sup> Operations Group
  - 445<sup>th</sup> Aeromedical Evacuation Squadron
  - 89<sup>th</sup> Airlift Squadron
  - 356<sup>th</sup> Airlift Squadron
  - 445<sup>th</sup> Operations Support Squadron with attached C-141 FTU
  - 445<sup>th</sup> Mission Support Group
  - 445<sup>th</sup> Civil Engineer Squadron
  - 87<sup>th</sup> Aerial Port Squadron
  - 445<sup>th</sup> Mission Support Squadron
  - 445<sup>th</sup> Logistics Readiness Squadron
  - 445<sup>th</sup> Security Forces Squadron
  - 445<sup>th</sup> Communications Flight
- Gaining Command:
  - Air Mobility Command
- Type of Aircraft Flown:
  - C-141C Starlifter
- Commander:
  - Colonel Bruce E. Davis
- Recent Major Operations/Exercises 1999-2004:
  - Global War on Terrorism
  - Operation ENDURING FREEDOM

Operation NOBLE EAGLE  
Operation DEEP FREEZE  
Operation PROVIDE HOPE  
Operation NORTHERN WATCH  
Operation SOUTHERN WATCH  
Exercise COBRA GOLD

- Number of Personnel Assigned:
  - 2,200

## 910<sup>th</sup> Airlift Wing Youngstown Air Reserve Station, OH

### Unit Equipped

- Mission: The overall mission of the 910<sup>th</sup> Airlift wing is to ensure the organization and individual members can perform command authority directed taskings in support of national objectives by providing mission ready forces, airlift and aerial spray operations and base operating support. In wartime, the Wing employs the C-130 Hercules aircraft in combat operations of tactical airlift. These operations include low-level infiltration into a combat environment, where aircrews can deliver personnel and materials by airdrop and air-land techniques.
- Parent Unit: 22<sup>nd</sup> AF
- Subordinate Units:
  - 910<sup>th</sup> Medical Squadron
  - 910<sup>th</sup> Operations Group
  - 910<sup>th</sup> Operations Support Squadron
  - 757<sup>th</sup> Airlift Squadron
  - 773<sup>rd</sup> Airlift Squadron
  - 910<sup>th</sup> Maintenance Group
  - 910<sup>th</sup> Maintenance Operations Flight
  - 910<sup>th</sup> Aircraft Maintenance Squadron
  - 910<sup>th</sup> Maintenance Squadron
  - 910<sup>th</sup> Mission Support Group

910<sup>th</sup> Civil Engineer Squadron  
910<sup>th</sup> Logistics Readiness Squadron  
910<sup>th</sup> Services Squadron  
910<sup>th</sup> Security Forces Squadron  
910<sup>th</sup> Communications Flight  
910<sup>th</sup> Mission Support Flight

- Gaining Command:  
Air Mobility Command
- Type of Aircraft Flown:  
C-130 Hercules
- Commander:  
Colonel Timothy J. Thomson
- Recent Major Operations/Exercises  
1999-2004:  
Deployed at the request of FEMA,  
in response to the mosquito  
infestation generated in North  
Carolina and Virginia in the  
aftermath of Hurricane Floyd  
Spray unit entomologists began  
a multi-year study in 2002,  
to increase the effectiveness  
of insecticide applications at  
the Parris Island Marine Corps  
Recruit Depot, SC  
Operation ENDURING FREEDOM  
Operation IRAQI FREEDOM  
Operation NOBLE EAGLE  
Operation JOINT FORGE
- Number of Personnel Assigned:  
1,432



# Oklahoma

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## 507<sup>th</sup> Air Refueling Wing Tinker AFB, OK

### Associate Unit

— Mission: The 507<sup>th</sup> Air Refueling Wing is the largest Air Force Reserve flying unit in the state of Oklahoma. The Wing reports to Fourth Air Force and supports Air Mobility Command's airlift and air refueling requirements, United States Strategic Command's emergency national war order requirements, including overseas deployment, as well as Federal Aviation Administration flight inspection requirements. The wing is the host wing for the 931<sup>st</sup> Air Refueling Group, McConnell Air Force Base, KS, and also provides peacetime personnel and support functions for the 513<sup>th</sup> Air Control Group, the AFRC's first Airborne Warning and Control Systems organization.

— Parent Unit: 4<sup>th</sup> AF

— Subordinate Units:

- 507<sup>th</sup> Operations Group
- 465<sup>th</sup> Air Refueling Squadron
- 1<sup>st</sup> Aviation Standards Flight
  - AFFSA Gained
- 507<sup>th</sup> Operations Support Flight
- 72<sup>nd</sup> Aerial Port Squadron
- 507<sup>th</sup> Support Group
- 507<sup>th</sup> Mission Support Squadron
- 507<sup>th</sup> Security Forces Squadron
- 507<sup>th</sup> Communications Flight
- 507<sup>th</sup> Civil Engineer Squadron
- 507<sup>th</sup> Medical Squadron
- 35<sup>th</sup> Combat Communications Squadron
- 507<sup>th</sup> Logistics Group
- 507<sup>th</sup> Aircraft Generation Squadron
- 507<sup>th</sup> Maintenance Squadron

- 507<sup>th</sup> Logistics Support Squadron
- 507<sup>th</sup> Combat Logistics Support Squadron-AFMC gained
- 931<sup>st</sup> Air Refueling Group
- 18<sup>th</sup> Air Refueling Squadron
- 931<sup>st</sup> Military Support Flight
- 931<sup>st</sup> Civil Engineer Squadron
- 931<sup>st</sup> Operation Support Flight
- 931<sup>st</sup> Aircraft Generation Squadron

— Gaining Commands:  
Air Mobility Command,  
Air Combat Command,  
Air Force Material Command and  
Air Force Flight Standards Agency

— Commander:  
Colonel Dean J. Despinoy

— Type of Aircraft Flown:  
KC-135R Stratotankers,  
FAA's British Aerospace  
BAE 125/800 "Hawker"

— Recent Major Operations/Exercises  
1999-2004:

- Operation JOINT GUARDIAN
- Multiple U.S. Naval Fleet Exercises
- Several NATO support exercises
- Iceland Alert missions
- PHOENIX SCORPION III
- Operation DESERT FOX
- Operation ALLIED FORCE
- Interim Support for AFRC Units
  - Activated by Presidential  
Selected Reserve Call-Up
- AEF NE Airbridge
- GLOBAL GUARDIAN
- Operation DELIBERATE GUARD
- Operation ENDURING FREEDOM
- Operation NOBEL EAGLE
- Operation IRAQI FREEDOM

— Number of Personnel Assigned:  
1,552

## 513<sup>th</sup> Air Control Group Tinker AFB, OK

### Associate Unit

- Mission: The 513<sup>th</sup> Air Control Group maintains and operates the E-3 “Sentry” Airborne Warning and Control Systems (AWACS) aircraft. As Air Combat Command’s first associate unit program, the 513<sup>th</sup> ACG supports ACC airborne warning and control requirements including overseas deployment, in times of peace, war, and national emergency. The 513<sup>th</sup> ACG plans, trains and directs personnel in the performance of airborne command and control missions in support of Joint Chiefs of Staff and national command authority objectives. During wartime, it is gained by the 552<sup>nd</sup> Air Control Wing (active duty) located at Tinker Air Force Base. The 513<sup>th</sup> ACG is one of four Air Force Reserve flying units in Oklahoma.
- Parent Unit: 10<sup>th</sup> AF
- Subordinate Units:
  - 513<sup>th</sup> Air Control Group
  - 970<sup>th</sup> Airborne Air Control Squadron
  - 513<sup>th</sup> Maintenance Squadron
  - 513<sup>th</sup> Aircraft Generation Squadron
  - 513<sup>th</sup> Operations Support Flight
- Gaining Command:
  - Air Combat Command
- Type of Aircraft Flown:
  - E-3 Sentry
- Commander:
  - Colonel Gregory A. Phillips
- Recent Major Operations/Exercises 1999-2004:
  - Operation SOUTHERN WATCH
  - Operation DESERT FOX
  - Operation NORTHERN WATCH
  - CHUMEX 99
  - MAPLE FLAG
  - Operation ENDURING FREEDOM
  - Operation NOBLE EAGLE
  - Operation IRAQI FREEDOM
- Number of Personnel Assigned: 350

# Oregon

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## 939<sup>th</sup> Air Refueling Wing Portland International Airport, OR

### Unit Equipped

- Mission: The men and women of the 939<sup>th</sup> Air Refueling Wing provide aerial refueling and airlift capability worldwide to support our nation's objectives. Flying a fleet of eight KC-135R Stratotanker aircraft, the military version of the Boeing 707 jetliner, the 939<sup>th</sup> ARW enhances our nation's ability to project influence anywhere in the world. Combat aircraft, no longer limited by onboard fuel supplies, are able to spend more time in target areas; cargo aircraft can deliver heavier loads and need not make refueling stops, no matter how distant the destination of their cargo. This capacity enhances the range of options for American policy makers in the spectrum between peace and war'— to deliver aid in the event of a disaster, or strike to help root out terrorists.
- Parent Unit: 4<sup>th</sup> AF
- Subordinate Units:  
64<sup>th</sup> Air Refueling Squadron
- Gaining Command:  
Air Mobility Command
- Type of Aircraft Flown:  
KC-135R Stratotanker
- Commander:  
Colonel William N. Flanagan
- Recent Major Exercises/Operations  
1999-2004:  
Operation ENDURING FREEDOM  
Operation IRAQI FREEDOM
- Number of Personnel Assigned: 800

# Pennsylvania

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## 911<sup>th</sup> Airlift Wing Pittsburgh International Airport Air Reserve Station, Coraopolis, PA Unit Equipped

- Mission: To organize, recruit and train Reserve personnel to provide airlift of airborne forces their equipment and supplies, and delivery of those forces and materials by airdrop, landing, or cargo-extraction systems. The unit also provides intra-theater tactical aeromedical evacuation. The unit participates in joint service training exercises and supports active duty forces in airborne training.
- Parent Unit: 22<sup>nd</sup> AF
- Subordinate Units:
  - 911<sup>th</sup> Support Group
  - 911<sup>th</sup> Mission Support Flight
  - 911<sup>th</sup> Services Squadron
  - 911<sup>th</sup> Communications Flight
  - 911<sup>th</sup> Communications Flight
  - 911<sup>th</sup> Civil Engineering Squadron
  - 911<sup>th</sup> Civil Engineering Squadron  
Det 1 (Morgantown, WV)
  - 911<sup>th</sup> Security Forces Squadron
  - 911<sup>th</sup> Logistics Group
  - 911<sup>th</sup> Maintenance Squadron
  - 911<sup>th</sup> Logistics Support Squadron
  - 911<sup>th</sup> Operations Group
  - 758<sup>th</sup> Airlift Squadron
  - 32<sup>nd</sup> Aerial Port Squadron
  - 911<sup>th</sup> Aeromedical Evacuation  
Squadron
  - 911<sup>th</sup> Operations Support Flight
  - 911<sup>th</sup> Aeromedical Staging Squadron
- Gaining Command:  
Air Mobility Command

- Type of Aircraft Flown:  
C-130H Hercules
- Commander: Colonel Carl E. Vogt
- Recent Major Operations/Exercises  
1999-2004:  
Operation JOINT FORGE  
Operation NORTHERN WATCH  
Operation ENDURING FREEDOM  
Operation NOBLE EAGLE  
CORONET OAK
- Number of Personnel: 1,275

## 913<sup>th</sup> Airlift Wing Willow Grove Air Reserve Station, PA Unit Equipped

- Mission: The mission of the 913<sup>th</sup> Airlift Wing is to train and equip reservists to perform the combat mission of aerial resupply. The mission includes delivering people, equipment and supplies to the tactical battlefield using the C-130 Hercules cargo plane. The Wing also provides aero-medical transport. The 913<sup>th</sup> Airlift Wing supports joint service and multi-national airlift missions both in the United States and around the world.
- Parent Unit: 22<sup>nd</sup> AF
- Subordinate Units:
  - 913<sup>th</sup> Airlift Wing Headquarters
  - 913<sup>th</sup> Operations Group
  - 327<sup>th</sup> Airlift Squadron
  - 913<sup>th</sup> Operations Support Flight
  - 913<sup>th</sup> Maintenance Group
  - 913<sup>th</sup> Maintenance Squadron
  - 913<sup>th</sup> Aircraft Maintenance Squadron
  - 913<sup>th</sup> Maintenance Operations Flight
  - 913<sup>th</sup> Mission Support Group
  - 913<sup>th</sup> Mission Support Squadron

913<sup>th</sup> Security Forces Squadron  
913<sup>th</sup> Logistics Readiness Squadron  
913<sup>th</sup> Services Flight  
913<sup>th</sup> Contracting Flight  
913<sup>th</sup> Civil Engineering Squadron  
31<sup>st</sup> Aerial Port Squadron  
913<sup>th</sup> Medical Squadron  
913<sup>th</sup> Communications Flight  
913<sup>th</sup> Military Personnel Flight  
913<sup>th</sup> Readiness Flight

The 913<sup>th</sup> AW is also host to the 111th Fighter Wing and supplies support to the 92<sup>nd</sup> Aerial Port Squadron, Wyoming Valley, Pennsylvania (geographically separated unit.)

- Gaining Command:  
Air Mobility Command
- Type of Aircraft Flown:  
C-130E Hercules
- Commander:  
Colonel Steven J. Chapman
- Recent Major Operations/Exercises  
1999-2004:  
Operation ENDURING FREEDOM  
US Central Command tactical airlift  
Homeland Defense  
NOBLE EAGLE Alert  
CORONET OAK  
PALMETTO GHOST  
MAPLE FLAG  
Operation MARKET GARDEN
- Number of Personnel Assigned:  
1,435

# South Carolina

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## 315<sup>th</sup> Airlift Wing Charleston AFB, SC

Associate Unit

- Mission: The mission of the 315<sup>th</sup> Airlift Wing is to provide trained personnel to be a source of augmentation for the active forces in any emergency expansion of the Air Force strategic and aeromedical airlift capability. Additionally, the Wing performs peacetime missions and integrates with the active-duty 437<sup>th</sup> Airlift Wing in its normal Air Mobility Command operations and logistics missions. Both of these units are assigned to Charleston Air Force Base, South Carolina.
- Parent Unit: 22<sup>nd</sup> AF
- Subordinate Units:
  - 315<sup>th</sup> Operations Group
  - 315<sup>th</sup> Operations Support Squadron
  - 300<sup>th</sup> Airlift Squadron
  - 317<sup>th</sup> Airlift Squadron
  - 701<sup>st</sup> Airlift Squadron
  - 31<sup>st</sup> Aeromedical Evacuation Squadron
  - 315<sup>th</sup> Airlift Control Flight
  - 38<sup>th</sup> Aerial Port Squadron
  - 84<sup>th</sup> Aerial Port Squadron
  - 81<sup>st</sup> Aerial Port Squadron
  - 315<sup>th</sup> Logistics Group
  - 315<sup>th</sup> Logistics Support Squadron
  - 315<sup>th</sup> Maintenance Squadron
  - 315<sup>th</sup> Aircraft Generation Squadron
  - 315<sup>th</sup> Support Group
  - 315<sup>th</sup> Mission Support Squadron
  - 315<sup>th</sup> Civil Engineer Squadron
  - 315<sup>th</sup> Security Forces Squadron
- Gaining Command:
  - Air Mobility Command
- Type of Aircraft Flown:
  - C-17 Globemaster III
- Commander: Colonel Gary L. Cook
- Recent Major Operations/Exercises 1999-2004:
  - Operation ENDURING FREEDOM
  - Operation IRAQI FREEDOM
  - Exercise SEAHAWK
  - Exercise PATRIOT PARTNER
  - Brigade Airdrop
  - Operation NORTHERN WATCH
  - Operation SOUTHERN WATCH
  - Operation NOBLE EAGLE
  - Operation FUNDAMENTAL JUSTICE
  - CORONET OAK
- Number of Personnel Assigned:
  - 2,302

# Texas

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## Headquarters 10<sup>th</sup> Air Force Naval Air Station Joint Reserve Base Fort Worth, TX

— Mission: The mission of Tenth Air Force is to exercise command supervision of its assigned Reserve units to ensure they maintain the highest combat capability to augment active forces in support of national objectives.

— Subordinate Units:

- 301<sup>st</sup> FW NAS JRB Ft. Worth, TX
- 310<sup>th</sup> SG Schriever AFB, CO
- 340<sup>th</sup> FTG Randolph AFB, TX
- 419<sup>th</sup> FW Hill AFB, UT
- 442<sup>nd</sup> FW Whiteman AFB, MO
- 482<sup>nd</sup> FW Homestead ARB, FL
- 513<sup>th</sup> ACG Tinker AFB, OK
- 610<sup>th</sup> RSG NAS JRB Ft. Worth, TX
- 917<sup>th</sup> WG Barksdale AFB, LA
- 919<sup>th</sup> SOW Eglin AFB AUX FLD 3, FL
- 920<sup>th</sup> RQW Patrick AFB, FL
- 926<sup>th</sup> FW New Orleans ARS, LA
- 944<sup>th</sup> FW Luke AFB, AZ

— Commander:

Major General David E. Tanzi

## 301<sup>st</sup> Fighter Wing Naval Air Station Fort Worth Joint Reserve Base Carswell Field, TX

Unit Equipped

— Mission: The 301<sup>st</sup> Fighter Wing provides Unified Combatant Commanders and Major Commands with the combat ready warriors they need to operate our Expeditionary Air Force, fight and win America's wars, and protect our worldwide interests; focused on training, deployment and employment.

— Parent Unit: 10<sup>th</sup> AF

— Subordinate Units:

- 301<sup>st</sup> Operations Group
- 457<sup>th</sup> Fighter Squadron
- 301<sup>st</sup> Operations Support Flight
- 301<sup>st</sup> Maintenance Group
- 301<sup>st</sup> Maintenance Squadron
- 301<sup>st</sup> Aircraft Maintenance Squadron
- 301<sup>st</sup> Maintenance Operations Flight.
- 301<sup>st</sup> Mission Support Group
- 301<sup>st</sup> Security Forces Squadron
- 301<sup>st</sup> Civil Engineer Squadron
- 301<sup>st</sup> Logistics Readiness Squadron
- 301<sup>st</sup> Mission Support Squadron
- 73<sup>rd</sup> Aerial Port Squadron
- 301<sup>st</sup> Communications Flight
- 301<sup>st</sup> Services Flight
- 301<sup>st</sup> Aerospace Medical Squadron
- 701<sup>st</sup> Medical Squadron.

— Gaining Command:

Air Combat Command

— Type of Aircraft Flown:

F-16C/D Fighting Falcon

— Commander:

Brigadier General Neil A. Rohan

— Recent Major Operations and Exercises 1999-2004:

- Operation SOUTHERN WATCH
- Operation NORTHERN WATCH
- Operation ENDURING FREEDOM

— Number of Personnel Assigned:  
1,670

## 340<sup>th</sup> Flying Training Group Randolph AFB, TX

Associate Unit

— Mission: To provide full and part time associate instructor pilots for flying training squadrons at Air Education and Training Command

undergraduate pilot training bases. The unit was created to provide experienced instructor pilots to augment Air Education and Training Command instructor pilot cadre and offset the anticipated loss of active duty pilots in AETC in the event of conflict. These sorties and activities provide a substantial savings in training costs due to lower pilot instructor training expenses. This program frees up active duty bomber, fighter and mobility pilots to serve in front-line aircraft cockpits.

- Parent Unit: 10<sup>th</sup> AF
- Subordinate Units:
  - 5<sup>th</sup> Flying Training Squadron, Vance AFB, OK
  - 39<sup>th</sup> Flying Training Squadron, Moody AFB, GA
  - 43<sup>rd</sup> Flying Training Squadron, Columbus AFB, TX
  - 96<sup>th</sup> Flying Training Squadron, Laughlin AFB, TX
  - 97<sup>th</sup> Flying Training Squadron, Sheppard AFB, TX
  - 100<sup>th</sup> Flying Training Squadron, Randolph AFB, TX
- Gaining Command: Air Education and Training Command
- Type of Aircraft Flown: T-1A Jayhawk, T-6 Texan II, T-37 Tweet, T-38 Talon
- Commander: Colonel William "Tim" Cahoon
- Number of Personnel Assigned: 500

## 433<sup>rd</sup> Airlift Wing Lackland AFB, TX

Unit Equipped

- Mission: The mission of the 433<sup>rd</sup> Airlift Wing, also known as The Alamo Wing, is to manage, maintain and train Air Force Reserve personnel to achieve combat readiness according to training standards established by Air Mobility Command, Air Combat Command, Air Force Materiel Command and Air Education and Training Command. Also, the wing performs peacetime missions compatible with Air Force Reserve Command training requirements and the maintenance of mobilization readiness.
- Parent Unit: 4<sup>th</sup> AF
- Subordinate Units:
  - 433<sup>rd</sup> Mission Support Group
  - 433<sup>rd</sup> Mission Support Squadron
  - 433<sup>rd</sup> Security Forces Squadron
  - 433<sup>rd</sup> Civil Engineering Squadron
  - 433<sup>rd</sup> Training Squadron
  - 433<sup>rd</sup> Logistics Readiness Squadron
  - 26<sup>th</sup> Aerial Port Squadron
  - 74<sup>th</sup> Aerial Port Squadron
  - 433<sup>rd</sup> Services Flight
  - 433<sup>rd</sup> Communications Flight
  - 433<sup>rd</sup> Operations Group
  - 433<sup>rd</sup> Operations Support Squadron
  - 433<sup>rd</sup> Aeromedical Evacuation Squadron
  - 433<sup>rd</sup> Airlift Control Flight
  - 68<sup>th</sup> Airlift Squadron
  - 433<sup>rd</sup> Logistics Group
  - 433<sup>rd</sup> Maintenance Squadron
  - 433<sup>rd</sup> Aircraft Maintenance Squadron
  - 433<sup>rd</sup> Combat Logistics Support Squadron



433<sup>rd</sup> Maintenance Operations Squadron  
433<sup>rd</sup> Medical Group  
433<sup>rd</sup> Aerospace Medicine Squadron  
433<sup>rd</sup> Aeromedical Staging Squadron  
433<sup>rd</sup> Medical Squadron

- Gaining Command:  
Air Mobility Command
- Type of Aircraft Flown:  
C-5A Galaxy
- Commander:  
Colonel John C. Fobian
- Recent Major Operations/Exercises  
1999-2004:  
Operation PHOENIX DUKE II  
NATO Operation ALLIED FORCE  
Participation in Aerospace Expeditionary Force,  
Participation in the Global War on Terror  
Operation NOBLE EAGLE  
Operation ENDURING FREEDOM  
Operation IRAQI FREEDOM
- Number of Personnel Assigned:  
3,200

# Utah

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## 419<sup>th</sup> Fighter Wing Hill AFB, UT

### Unit Equipped

- Mission: Maintain a state of readiness to provide gaining commands a ready fighting force through recruiting, equipping and training for worldwide combat.
- Parent Unit: 10<sup>th</sup> AF
- Subordinate Units:
  - 419<sup>th</sup> Maintenance Group
  - 419<sup>th</sup> Maintenance Squadron
  - 419<sup>th</sup> Aircraft Maintenance Squadron
  - 419<sup>th</sup> Logistics Readiness Squadron
  - 419<sup>th</sup> Maintenance Operations Flight
  - 419<sup>th</sup> Combat Logistics Support Squadron
  - 419<sup>th</sup> Operations Group
  - 466<sup>th</sup> Fighter Squadron
  - 419<sup>th</sup> Operations Support Flight
  - 67<sup>th</sup> Aerial Port Squadron
  - 419<sup>th</sup> Mission Support Group
  - 419<sup>th</sup> Mission Support Flight
  - 419<sup>th</sup> Civil Engineer Squadron
  - 419<sup>th</sup> Communications Squadron
  - 419<sup>th</sup> Security Forces Squadron
  - 419<sup>th</sup> Medical Squadron
- Gaining Command:
  - 419<sup>th</sup> Fighter Wing to Air Combat Command;
  - 67<sup>th</sup> Aerial Port Squadron to Air Mobility Command; and
  - 419<sup>th</sup> Combat Logistics Support Squadron to Air Force Materiel Command.
- Type of Aircraft Flown:  
F-16 C/D Fighting Falcon
- Commander:  
Colonel Wayne F. Conroy
- Recent Major Operations/Exercises 1999-2004:  
Operation NORTHERN WATCH  
Global War on Terrorism  
Operation NOBLE EAGLE  
Operation IRAQI FREEDOM
- Number of Personnel Assigned:  
1,400

# Washington

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## 446<sup>th</sup> Airlift Wing McChord AFB, WA

Associate Unit

- Mission: The mission of the 446<sup>th</sup> Airlift Wing is to provide mission-ready reservists on call for America.
- Parent Unit: 4<sup>th</sup> AF
- Subordinate Units:
  - 446<sup>th</sup> Operations Group
  - 446<sup>th</sup> Airlift Control Flight
  - 446<sup>th</sup> Operations Support Flight
  - 446<sup>th</sup> Aeromedical Evacuation Squadron
  - 97<sup>th</sup> Airlift Squadron
  - 313<sup>th</sup> Airlift Squadron
  - 728<sup>th</sup> Airlift Squadron
  - 446<sup>th</sup> Mission Support Group
  - 446<sup>th</sup> Security Forces Squadron
  - 446<sup>th</sup> Civil Engineer Squadron
  - 446<sup>th</sup> Mission Support Squadron
  - 446<sup>th</sup> Services Squadron
  - 86<sup>th</sup> Aerial Port Squadron
  - 36<sup>th</sup> Aerial Port Squadron
  - 446<sup>th</sup> Logistics Readiness Flight
  - 446<sup>th</sup> Maintenance Group
  - 446<sup>th</sup> Aircraft Maintenance Squadron
  - 446<sup>th</sup> Maintenance Squadron
  - 446<sup>th</sup> Maintenance Operations Flight
  - 446<sup>th</sup> Aerospace Medicine Squadron
  - 446<sup>th</sup> Aeromedical Patient Staging Squadron
- Gaining Command:  
Air Mobility Command
- Type of Aircraft Flown:  
C-17A Globemaster III
- Commander:  
Colonel Eric W. Crabtree

- Recent Major Operations/Exercises 1999-2004:
  - Operation IRAQI FREEDOM
  - Reserve civil help build runways in Constanta, Romania
  - Build homes on Navajo Reservation in New Mexico
  - Operation ENDURING FREEDOM
  - Operation DEEP FREEZE
  - Operation JOINT FORGE
- Number of Personnel Assigned:  
2,300

# Wisconsin

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## 440<sup>th</sup> Airlift Wing General Mitchell International Airport Air Reserve Station, Milwaukee, WI

### Unit Equipped

— Mission: The mission of the 440<sup>th</sup> is to recruit for, train for, support and accomplish humanitarian, contingency, and combat airlift operations, anywhere in the world.

— Parent Unit: 22<sup>nd</sup> AF

### — Subordinate Units:

- 440<sup>th</sup> Logistics Group
- 440<sup>th</sup> Logistics Support Squadron
- 440<sup>th</sup> Maintenance Squadron
- 440<sup>th</sup> Operations Group
- 95<sup>th</sup> Airlift Squadron
- 440<sup>th</sup> Operations Support Squadron
- 440<sup>th</sup> Airlift Control Flight
- 34<sup>th</sup> Aerial Port Squadron
- 440<sup>th</sup> Support Group
- 440<sup>th</sup> Civil Engineer Squadron
- 440<sup>th</sup> Security Forces Squadron
- 440<sup>th</sup> Services Flight
- 440<sup>th</sup> Mission Support Squadron
- 440<sup>th</sup> Communications Flight
- 440<sup>th</sup> Medical Squadron

— Gaining Command:  
Air Mobility Command

— Type of Aircraft Flown:  
C-130H2 Hercules

— Commander:  
Colonel Michael L. Smith

— Recent Major Operations/Exercises  
1999-2004:

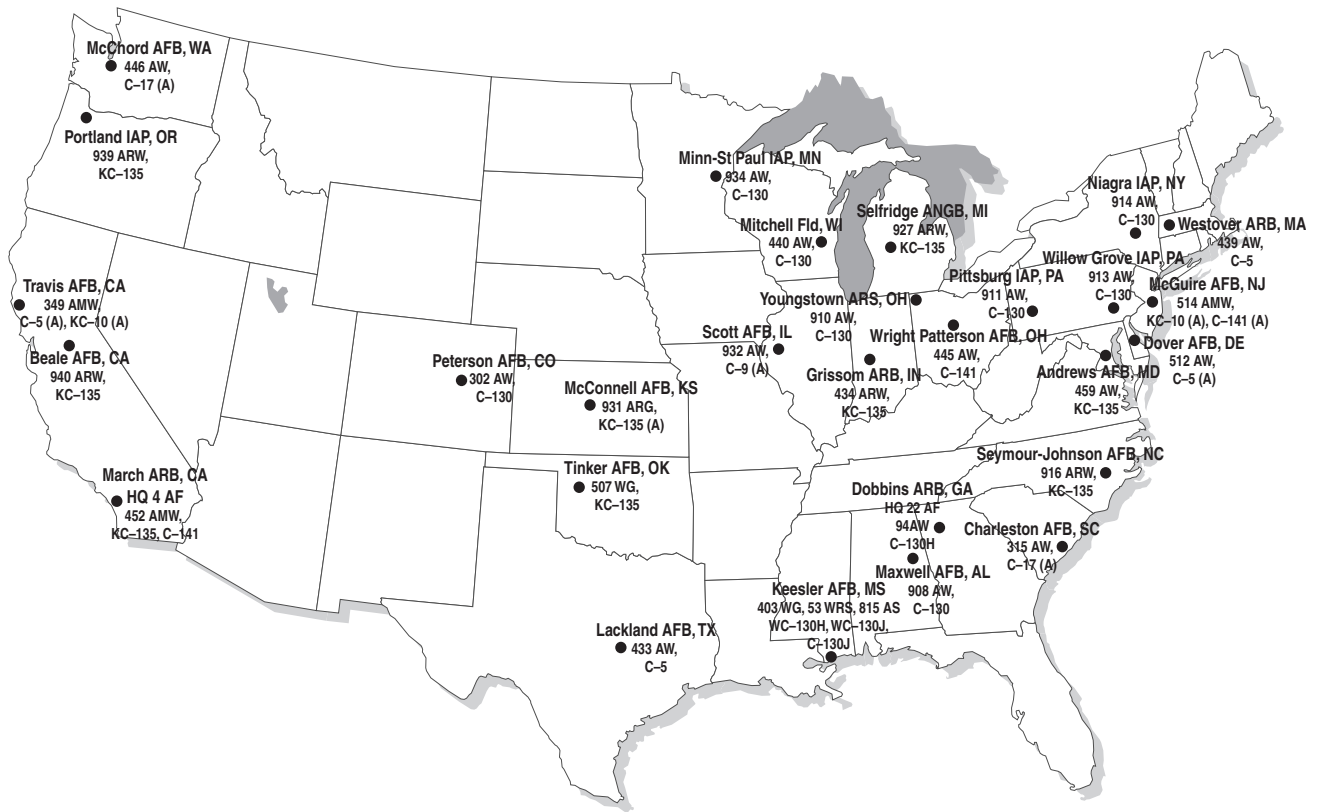
- Operation CORONET OAK
- Operation JOINT FORGE
- Operation SOUTHERN WATCH
- Operation SAFE BORDERS
- Operation JOINT ENDEAVOR
- Joint Task Force-Full Accounting
- Operation SHINING HOPE
- Operation DEEP FREEZE
- Operation NORTHERN WATCH
- Operation ENDURING FREEDOM
- Operation NOBLE EAGLE
- Operation IRAQI FREEDOM

— Number of Personnel Assigned:  
1,874



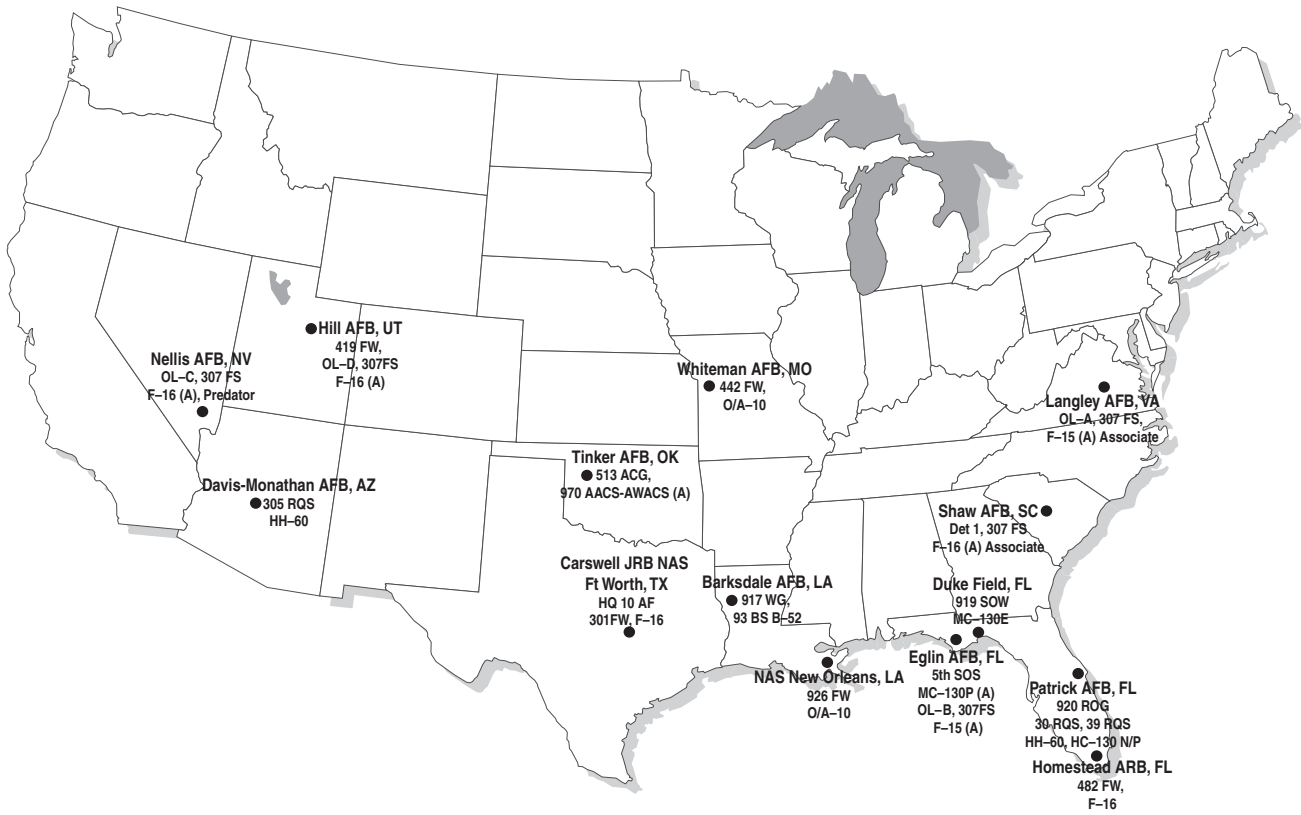
# Unit Locations

## Mobility Forces



# Combat Forces

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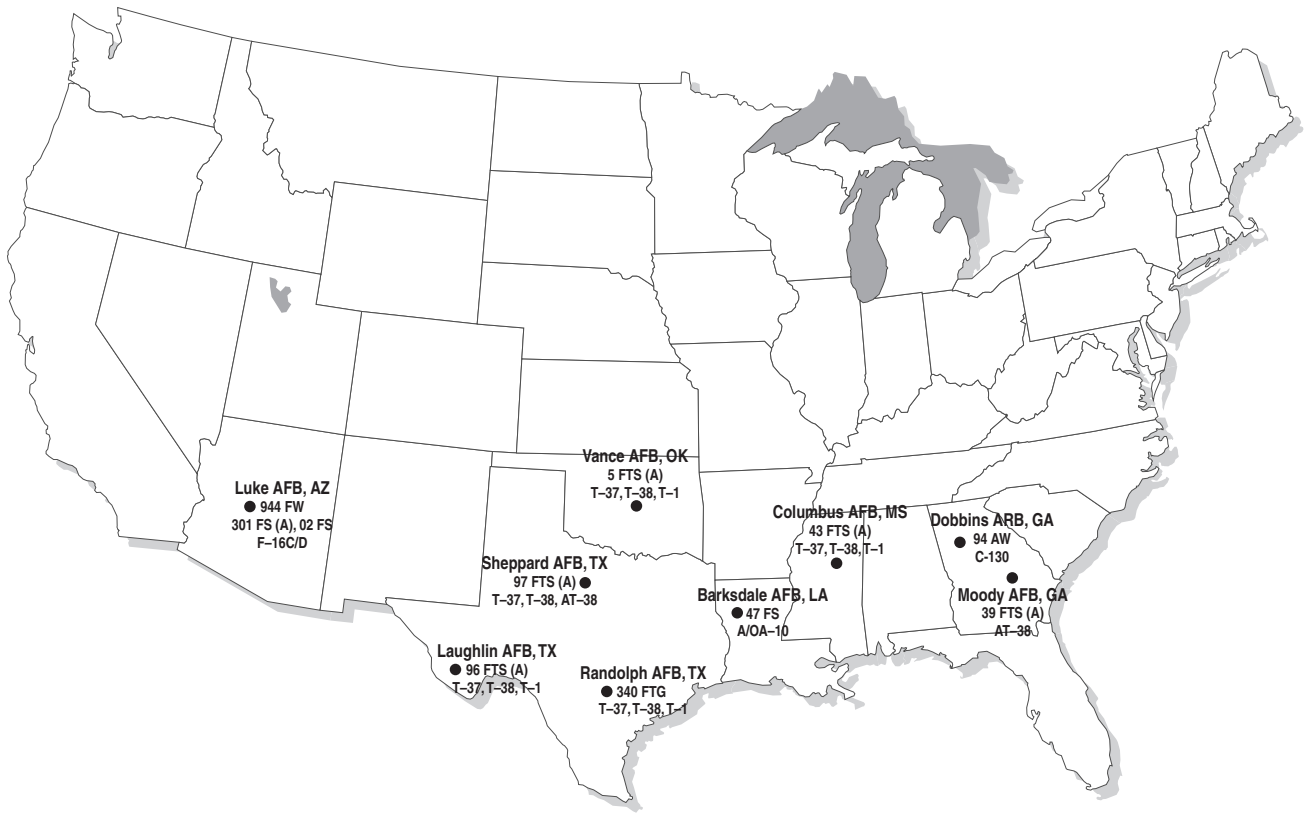
# Space Forces

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# Training Forces

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# Economic Impact Data for FY03

Location	USAF Active Duty	AGRs	Unit Reservists	IMAs	Civilian	USAF Active Duty \$	RPA \$	Civilian Pay \$	Other O&M \$	MILCON \$	Secondary Jobs Created	Economic Impact
AK	Elmendorf AFB AK	2	105		2		\$ 496,047	\$ 77,200	\$ 73,700		18	\$ 1,372,095
	State-wide IMAs			54			\$ 659,664				8	\$ 967,845
	Alaska Subtotal	-	105	54	2	\$ -	\$ 1,155,711	\$ 77,200	\$ 73,700	\$ -	26	\$ 2,339,940
AL	Maxwell AFB AL	9	1,281		182	\$ 275,448	\$ 16,347,979	\$ 10,908,711	\$ 10,296,351		275	\$ 46,407,939
	State-wide IMAs			186			\$ 2,272,176				28	\$ 3,333,687
	Alabama Subtotal	9	1,281	186	182	\$ 275,448	\$ 18,620,155	\$ 10,908,711	\$ 10,296,351	\$ -	303	\$ 49,741,626
AR	Little Rock AFB AR		145		3		\$ 1,379,223	\$ 165,809	\$ 68,999		20	\$ 2,381,592
	State-wide IMAs			50			\$ 610,800				8	\$ 896,153
	Arkansas Subtotal	-	145	50	3	\$ -	\$ 1,990,023	\$ 165,809	\$ 68,999	\$ -	28	\$ 3,277,745
AZ	Davis Monthan AFB AZ	4	162		91		\$ 93,918,506	\$ 3,639,943	\$ 625,895		78	\$ 8,958,589
	Luke AFB AZ	4	1,265	275	293	\$ 188,640	\$ 17,216,261	\$ 18,171,600	\$ 13,481,760		532	\$ 68,595,429
	State-wide IMAs			66			\$ 806,256				10	\$ 1,182,921
	Arizona Subtotal	4	1,427	341	384	\$ 188,640	\$ 111,941,023	\$ 21,811,543	\$ 14,107,655	\$ -	620	\$ 78,736,939
CA	Beale AFB CA	7	902	97	235		\$ 11,527,000	\$ 13,468,000	\$ 9,068,000		233	\$ 44,069,074
	March ARB CA	43	3,517		1,164		\$ 36,275,368	\$ 56,341,789	\$ 79,646,429	\$ 2,978,500	1,585	\$ 229,553,914
	Travis AFB CA	1,050	2,349	2	466	\$ 53,785,240	\$ 34,133,343	\$ 26,714,000	\$ 16,619,868		1,651	\$ 193,749,405
	Vandenberg AFB CA	7	43				\$ 2,099,815		\$ 62,745		18	\$ 2,806,852
	State-wide IMAs			728			\$ 8,893,248				109	\$ 13,047,980
	California Subtotal	1,050	6,811	827	1,865	\$ 53,785,240	\$ 92,928,774	\$ 96,523,789	\$ 105,397,042	\$ 2,978,500	3,596	\$ 483,227,225
CO	Peterson AFB CO		1,197		282		\$ 14,539,106	\$ 11,579,339	\$ 28,861,225		646	\$ 79,048,338
	Schriever AFB CO	47	251		11		\$ 13,186,035	\$ 612,579	\$ 810,815		114	\$ 18,856,841
	Buckley AFB CO	9	69				\$ 3,893,581		\$ 59,022		39	\$ 5,681,005
	HQ ARPC, Denver CO	98			315	\$ 4,843,748	\$ 1,581,632	\$ 14,911,153	\$ 6,989,109		200	\$ 37,116,970
	State-wide IMAs			429			\$ 5,240,664				64	\$ 7,688,988
	Colorado Subtotal	98	1,517	429	608	\$ 4,843,748	\$ 38,441,018	\$ 27,103,071	\$ 36,720,171	\$ -	1,063	\$ 148,392,142
CT	State-wide IMAs			40			\$ 488,640				6	\$ 716,922
	Connecticut Subtotal	-	-	40	-	\$ -	\$ 488,640	\$ -	\$ -	\$ -	6	\$ 716,922
DC	State-wide IMAs			48			\$ 586,368				7	\$ 860,306
	DC Subtotal	-	-	48	-	\$ -	\$ 586,368	\$ -	\$ -	\$ -	7	\$ 860,306
DE	Dover AFB DE	1	1,805		279		\$ 14,057,695	\$ 15,081,300	\$ 3,814,840		643	\$ 51,737,794
	State-wide IMAs			30			\$ 366,480				5	\$ 537,692
	Delaware Subtotal	-	1,805	30	279	\$ -	\$ 14,424,175	\$ 15,081,300	\$ 3,814,840	\$ -	648	\$ 52,275,486
FL	Eglin AFB Aux Fld #3 FL	601	714		314	\$ 36,623,310	\$ 9,227,328	\$ 10,763,588	\$ 33,478,780		590	\$ 112,777,594
	Homestead ARB FL	144	1,317		565	\$ 8,123,919	\$ 13,194,640	\$ 38,670,894	\$ 20,334,789	\$ 550,006	804	\$ 113,135,245
	Coral Gables FL				3			\$ 247,583	\$ 2,000		1	\$ 287,961
	MacDill AFB FL		170		17		\$ 2,329,891	\$ 1,034,677	\$ 164,792		47	\$ 5,102,591
	Patrick AFB FL	18	905		264		\$ 9,587,501	\$ 8,983,577	\$ 18,632,871		297	\$ 47,354,518
	State-wide IMAs			848			\$ 10,359,168				127	\$ 15,198,746
	Florida Subtotal	745	3,106	848	1,163	\$ 44,747,229	\$ 44,698,528	\$ 59,700,319	\$ 72,613,232	\$ 550,006	1,866	\$ 293,856,655

Location	USAF Active Duty	AGRs	Unit Reservists	IMAs	Civilians	USAF Active Duty \$	RPA \$	Civilian Pay \$	Other O&M \$	MILCON \$	Secondary Jobs Created	Economic Impact	
GA	Dobbins ARB GA	11	1,719		696		\$ 24,929,996	\$ 43,039,106	\$ 37,182,650		1,112	\$ 155,085,007	
	Moody AFB GA	16	44				\$ 4,520,917	\$ 749,299			11	\$ 5,676,820	
	Robins AFB GA	266	722	542	742	\$ 26,426,001	\$ 70,841,868	\$ 50,107,786	\$ 20,756,682		799	\$ 168,825,837	
	State-wide IMAs			358			\$ 4,373,328				54	\$ 6,416,452	
	<b>Georgia Subtotal</b>	<b>266</b>	<b>546</b>	<b>2,485</b>	<b>900</b>	<b>1,438</b>	<b>\$ 26,426,001</b>	<b>\$ 104,666,109</b>	<b>\$ 93,146,892</b>	<b>\$ 58,688,631</b>	<b>\$ -</b>	<b>1,976</b>	<b>\$ 336,004,116</b>
Guam	Anderson AFB Guam	3	317		2		\$ 2,595,897	\$ 46,900	\$ 208,700		68	\$ 5,066,597	
	Guam-wide IMAs			3			\$ 36,648				0	\$ 53,769	
	<b>Guam Subtotal</b>	<b>-</b>	<b>3</b>	<b>317</b>	<b>3</b>	<b>2</b>	<b>\$ -</b>	<b>\$ 2,632,545</b>	<b>\$ 46,900</b>	<b>\$ 208,700</b>	<b>\$ -</b>	<b>68</b>	<b>\$ 5,120,366</b>
HI	Hickam AFB HI	7	688		24		\$ 4,397,257	\$ 1,035,000	\$ 475,100		126	\$ 10,171,323	
	State-wide IMAs			93			\$ 1,136,088				14	\$ 1,666,844	
	<b>Hawaii Subtotal</b>	<b>-</b>	<b>7</b>	<b>688</b>	<b>93</b>	<b>24</b>	<b>\$ -</b>	<b>\$ 5,533,345</b>	<b>\$ 1,035,000</b>	<b>\$ 475,100</b>	<b>\$ -</b>	<b>140</b>	<b>\$ 11,838,167</b>
IA	State-wide IMAs			37			\$ 451,992				6	\$ 663,153	
	<b>Iowa Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>37</b>	<b>-</b>	<b>\$ -</b>	<b>\$ 451,992</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>6</b>	<b>\$ 663,153</b>
ID	State-wide IMAs			38			\$ 464,208				6	\$ 681,076	
	<b>Idaho Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>38</b>	<b>-</b>	<b>\$ -</b>	<b>\$ 464,208</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>6</b>	<b>\$ 681,076</b>
IL	Scott AFB IL	1	1,110	609	124		\$ 11,786,407	\$ 7,552,200	\$ 1,696,400		440	\$ 37,921,327	
	State-wide IMAs			34			\$ 415,344				5	\$ 609,384	
	<b>Illinois Subtotal</b>	<b>-</b>	<b>1</b>	<b>1,110</b>	<b>643</b>	<b>124</b>	<b>\$ -</b>	<b>\$ 12,201,751</b>	<b>\$ 7,552,200</b>	<b>\$ 1,696,400</b>	<b>\$ -</b>	<b>445</b>	<b>\$ 38,530,711</b>
IN	Grissom ARB IN		1,289		618		\$ 11,173,556	\$ 25,365,600	\$ 13,893,247	\$23,128,600	739	\$ 104,095,110	
	State-wide IMAs			97			\$ 1,184,952				15	\$ 1,738,536	
	<b>Indiana Subtotal</b>	<b>-</b>	<b>-</b>	<b>1,289</b>	<b>97</b>	<b>618</b>	<b>\$ -</b>	<b>\$ 12,358,508</b>	<b>\$ 25,365,600</b>	<b>\$ 13,893,247</b>	<b>\$23,128,600</b>	<b>754</b>	<b>\$ 105,833,646</b>
KS	McConnell AFB KS		388	23	100		\$ 11,621,031	\$ 6,020,657	\$ 972,337		121	\$ 22,921,867	
	State-wide IMAs			52			\$ 635,232				8	\$ 931,999	
	<b>Kansas Subtotal</b>	<b>-</b>	<b>-</b>	<b>388</b>	<b>75</b>	<b>100</b>	<b>\$ -</b>	<b>\$ 12,256,263</b>	<b>\$ 6,020,657</b>	<b>\$ 972,337</b>	<b>\$ -</b>	<b>129</b>	<b>\$ 23,853,866</b>
KY	State-wide IMAs			58			\$ 708,528				9	\$ 1,039,537	
	<b>Kentucky Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>58</b>	<b>-</b>	<b>\$ -</b>	<b>\$ 708,528</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>9</b>	<b>\$ 1,039,537</b>
LA	Barksdale AFB LA	7	1,654		533	\$ 337,034	\$ 19,244,526	\$ 32,856,319	\$ 42,103,873		500	\$ 109,281,252	
	New Orleans ARS LA	7	934		334		\$ 9,700,946	\$ 19,291,151	\$ 5,980,162		414	\$ 48,526,705	
	State-wide IMAs			70			\$ 855,120				11	\$ 1,254,614	
	<b>Louisiana Subtotal</b>	<b>7</b>	<b>8</b>	<b>2,588</b>	<b>70</b>	<b>867</b>	<b>\$ 337,034</b>	<b>\$ 29,800,592</b>	<b>\$ 52,147,470</b>	<b>\$ 48,084,035</b>	<b>\$ -</b>	<b>925</b>	<b>\$ 159,062,571</b>
MA	Hanscom AFB MA		151		3		\$ 1,635,072	\$ 148,225	\$ 1,910		38	\$ 3,584,013	
	Westover ARB MA	16	2,211	340	770		\$ 70,955,036	\$ 33,953,294	\$ 41,545,450	\$ 133,252	988	\$ 183,542,883	
	State-wide IMAs			120			\$ 1,465,920				18	\$ 2,150,766	
	<b>Massachusetts Subtotal</b>	<b>-</b>	<b>16</b>	<b>2,362</b>	<b>460</b>	<b>773</b>	<b>\$ -</b>	<b>\$ 74,056,028</b>	<b>\$ 34,101,519</b>	<b>\$ 41,547,360</b>	<b>\$ 133,252</b>	<b>1,044</b>	<b>\$ 189,277,662</b>
MD	Andrews AFB MD		1,773	1780	220		\$ 14,576,619	\$ 12,903,000	\$ 2,136,900		2,166	\$ 114,405,802	
	State-wide IMAs			19			\$ 232,104				3	\$ 340,538	
	<b>Maryland Subtotal</b>	<b>-</b>	<b>-</b>	<b>1,773</b>	<b>1,799</b>	<b>220</b>	<b>\$ -</b>	<b>\$ 14,808,723</b>	<b>\$ 12,903,000</b>	<b>\$ 2,136,900</b>	<b>\$ -</b>	<b>2,169</b>	<b>\$ 114,746,340</b>

Location		USAF Active Duty	AGRs	Unit Reservists	IMAs	Civilians	USAF Active Duty \$	RPA \$	Civilian Pay \$	Other O&M \$	MILCON \$	Secondary Jobs Created	Economic Impact
ME	State-wide IMAs				18			\$ 219,888				3	\$ 322,615
	Maine Subtotal	-	-	-	18	-	\$ -	\$ 219,888	\$ -	\$ -	\$ -	3	\$ 322,615
MI	Selfridge ANGB MI	1	5	953	50	250	\$ 66,341	\$ 12,991,236	\$ 16,767,124	\$ 13,527,781	\$ 46,200	361	\$ 57,311,140
	State-wide IMAs				57			\$ 696,312				9	\$ 1,021,614
	Michigan Subtotal	1	5	953	107	250	\$ 66,341	\$ 13,687,548	\$ 16,767,124	\$ 13,527,781	\$ 46,200	370	\$ 58,332,754
MN	Minn-St Paul IAP ARS MN	4		1,299		355	\$ 237,213	\$ 21,650,934	\$ 18,104,549	\$ 22,290,406		581	\$ 90,737,728
	State-wide IMAs				52			\$ 635,232				8	\$ 931,999
	Minnesota Subtotal	4	-	1,299	52	355	\$ 237,213	\$ 22,286,166	\$ 18,104,549	\$ 22,290,406	\$ -	589	\$ 91,669,727
MO	Whiteman AFB MO			945		133		\$ 11,569,093	\$ 12,975,586	\$ 3,026,131		180	\$ 34,478,850
	State-wide IMAs				144			\$ 1,759,104				22	\$ 2,580,919
	Missouri Subtotal	-	-	945	144	133	\$ -	\$ 13,328,197	\$ 12,975,586	\$ 3,026,131	\$ -	202	\$ 37,059,769
MS	Columbus AFB MS		28	65		2		\$ 7,493,776	\$ 48,173	\$ 1,960,870		17	\$ 9,968,466
	Keesler AFB MS			971		350		\$ 19,492,400	\$ 21,268,417	\$ 14,440,191		277	\$ 65,831,714
	State-wide IMAs				59			\$ 720,744				9	\$ 1,057,460
	Mississippi Subtotal	-	28	1,036	59	352	\$ -	\$ 27,706,920	\$ 21,316,590	\$ 16,401,061	\$ -	303	\$ 76,857,640
MT	State-wide IMAs				50			\$ 610,800				8	\$ 896,153
	Montana Subtotal	-	-	-	50	-	\$ -	\$ 610,800	\$ -	\$ -	\$ -	8	\$ 896,153
NC	Pope AFB NC	74		88		3	\$ 3,901,094	\$ 904,915	\$ 118,740	\$ 91,155		40	\$ 6,551,024
	Seymour Johnson AFB NC	6		962	375	222	\$ 260,000	\$ 26,118,944	\$ 11,428,519	\$ 11,317,661		271	\$ 56,482,503
	State-wide IMAs				176			\$ 2,150,016				26	\$ 3,154,457
	North Carolina Subtotal	80	-	1,050	551	225	\$ 4,161,094	\$ 29,173,875	\$ 11,547,259	\$ 11,408,816	\$ -	337	\$ 66,187,984
ND	State-wide IMAs				42			\$ 513,072				6	\$ 752,768
	North Dakota Subtotal	-	-	-	42	-	\$ -	\$ 513,072	\$ -	\$ -	\$ -	6	\$ 752,768
NE	Offutt AFB NE			196		6		\$ 2,071,437	\$ 202,452	\$ 121,034		34	\$ 3,555,460
	State-wide IMAs				144			\$ 1,759,104				22	\$ 2,580,919
	Nebraska Subtotal	-	-	196	144	6	\$ -	\$ 3,830,541	\$ 202,452	\$ 121,034	\$ -	56	\$ 6,136,379
NH	State-wide IMAs				50			\$ 610,800				8	\$ 896,153
	New Hampshire Subtotal	-	-	-	50	-	\$ -	\$ 610,800	\$ -	\$ -	\$ -	8	\$ 896,153
NJ	McGuire AFB NJ		2	2,738		345		\$ 32,000,000	\$ 20,500,000	\$ 6,531,000		793	\$ 92,533,664
	State-wide IMAs				104			\$ 1,270,464				16	\$ 1,863,997
	New Jersey Subtotal	-	2	2,738	104	345	\$ -	\$ 33,270,464	\$ 20,500,000	\$ 6,531,000	\$ -	809	\$ 94,397,661
NM	Kirtland AFB NM			50		2		\$ 539,786	\$ 77,460	\$ 31,552		24	\$ 1,472,166
	State-wide IMAs				151			\$ 1,844,616				23	\$ 2,706,381
	New Mexico Subtotal	-	-	50	151	2	\$ -	\$ 2,384,402	\$ 77,460	\$ 31,552	\$ -	47	\$ 4,178,547

Location	USAF Active Duty	AGRs	Unit Reservists	IMAs	Civilians	USAF Active Duty \$	RPA \$	Civilian Pay \$	Other O&M \$	MILCON \$	Secondary Jobs Created	Economic Impact
NV	Nellis AFB NV	4	71				\$ 636,602		\$ 961,715		13	\$ 2,042,183
	State-wide IMAs			127			\$ 1,551,432				19	\$ 2,276,227
	Nevada Subtotal	-	71	127	-	\$ -	\$ 2,188,034	\$ -	\$ 961,715	\$ -	32	\$ 4,318,410
NY	Niagara Falls IAP ARS NY	309	894	75	377	\$ 3,900,967	\$ 14,247,164	\$ 19,547,693	\$ 13,034,472	\$ 500,000	491	\$ 80,520,408
	Fort Hamilton NY		112		3		\$ 960,339	\$ 58,493	\$ 3,668		26	\$ 2,652,050
	State-wide IMAs			155			\$ 1,893,480				23	\$ 2,778,073
	New York Subtotal	309	1,006	230	380	\$ 3,900,967	\$ 17,100,983	\$ 19,606,186	\$ 13,038,140	\$ 500,000	540	\$ 85,950,531
OH	Wright-Patterson AFB OH	81	2,049		375	\$ 8,012,536	\$ 25,510,562	\$ 22,860,000	\$ 31,519,224		1,467	\$ 141,735,466
	Yngstwn-Warren RA ARS OH	7	1,430	19	495	\$ 342,000	\$ 33,481,817	\$ 20,478,003	\$ 19,628,576	\$ 1,168,730	576	\$ 95,678,086
	State-wide IMAs			407			\$ 4,971,912				61	\$ 7,294,681
	Ohio Subtotal	88	3,479	426	870	\$ 8,354,536	\$ 63,964,291	\$ 43,338,003	\$ 51,147,800	\$ 1,168,730	2,104	\$ 244,708,233
OK	Tinker AFB OK		1,141		226		\$ 12,799,796	\$ 12,652,814	\$ 225,548,729		601	\$ 269,215,390
	Vance AFB OK		55		1		\$ 6,425,400	\$ 30,834	\$ 1,019,492		15	\$ 7,900,661
	State-wide IMAs			189			\$ 2,308,824				28	\$ 3,387,456
	Oklahoma Subtotal	-	1,196	189	227	\$ -	\$ 21,534,020	\$ 12,683,648	\$ 226,568,221	\$ -	644	\$ 280,503,508
OR	Portland IAP ANGB OR	5	765	35	275	\$ 216,192	\$ 11,102,821	\$ 17,664,142	\$ 6,979,754	\$ 41,000	369	\$ 50,447,992
	State-wide IMAs			40			\$ 488,640				6	\$ 716,922
	Oregon Subtotal	5	765	75	275	\$ 216,192	\$ 11,591,461	\$ 17,664,142	\$ 6,979,754	\$ 41,000	375	\$ 51,164,914
PA	Grtr Pittsburg IAP ARS PA	6	1,199		312	\$ 150,000	\$ 23,345,027	\$ 19,049,016	\$ 14,071,440		909	\$ 93,653,173
	Willow Grove ARS PA		1,144		312		\$ 11,365,323	\$ 15,461,777	\$ 24,770,944		441	\$ 70,233,822
	Wyoming Valley PA		138		3		\$ 1,337,279	\$ 143,223	\$ 361,733		32	\$ 2,818,267
	State-wide IMAs			129			\$ 1,575,864				19	\$ 2,312,073
	Pennsylvania Subtotal	6	2,481	129	627	\$ 150,000	\$ 37,623,493	\$ 34,654,016	\$ 39,204,117	\$ -	1,401	\$ 169,017,335
PR	Puerto Rico-wide IMAs			8			\$ 97,728				1	\$ 143,384
	Puerto Rico Subtotal	-	-	8	-	\$ -	\$ 97,728	\$ -	\$ -	\$ -	1	\$ 143,384
RI	State-wide IMAs			19			\$ 232,104				3	\$ 340,538
	Rhode Island Subtotal	-	-	19	-	\$ -	\$ 232,104	\$ -	\$ -	\$ -	3	\$ 340,538
SC	Charleston AFB SC	911	1,745	197	307	\$ 58,627,675	\$ 26,799,605	\$ 15,102,235	\$ 954,411	\$ 217	854	\$ 128,424,427
	Greenville, SC		113		3		\$ 921,308	\$ 111,947	\$ 30		20	\$ 1,702,605
	Shaw AFB, SC		8		1		\$ 456,741	\$ 123,978	\$ 5,385		3	\$ 681,276
	State-wide IMAs			138			\$ 1,685,808				21	\$ 2,473,381
	South Carolina Subtotal	911	1,866	335	311	\$ 58,627,675	\$ 29,863,462	\$ 15,338,160	\$ 959,826	\$ 217	898	\$ 133,281,689
SD	State-wide IMAs			43			\$ 525,288				6	\$ 770,691
	South Dakota Subtotal	-	-	43	-	\$ -	\$ 525,288	\$ -	\$ -	\$ -	6	\$ 770,691
TN	State-wide IMAs			101			\$ 1,233,816				15	\$ 1,810,228
	Tennessee Subtotal	-	-	101	-	\$ -	\$ 1,233,816	\$ -	\$ -	\$ -	15	\$ 1,810,228

Location	USAF Active Duty	AGRs	Unit Reservists	IMAs	Civilians	USAF Active Duty \$	RPA \$	Civilian Pay \$	Other O&M \$	MILCON \$	Secondary Jobs Created	Economic Impact						
TX	Carswell ARS TX	30	27	1,643	256	586	\$ 764,300	\$ 23,948,367	\$ 37,438,388	\$ 27,601,800	798	\$ 121,883,527						
	Lackland AFB TX		2	3,072		607		\$ 32,672,000	\$ 23,315,077	\$ 4,818,063	1,028	\$ 100,257,724						
	Brooks AFB TX	m		39		1		\$ 399,000	\$ 36,550	\$ 8,095	10	\$ 861,425						
	Laughlin AFB TX		27	59		1		\$ 7,025,339	\$ 30,834	\$ 1,059,700	16	\$ 8,728,801						
	Randolph AFB TX		40	65		3		\$ 6,946,072	\$ 84,130	\$ 1,446,147	36	\$ 9,662,441						
	Sheppard AFB TX		24	51				\$ 6,127,910	\$ 31,289	\$ 880,224	14	\$ 7,394,380						
	State-wide IMAs				610			\$ 7,451,760			92	\$ 10,933,061						
	Texas Subtotal	30	120	4,929	866	1,198	\$ 764,300	\$ 84,570,448	\$ 60,936,268	\$ 35,814,029	\$ -	1,994	\$ 259,721,359					
UT	Hill AFB UT			1,410		338		\$ 13,418,100	\$ 15,480,540	\$ 16,754,989	1,266	\$ 58,815,393						
	State-wide IMAs				171			\$ 2,088,936			26	\$ 3,064,842						
	Utah Subtotal	-	-	1,410	171	338	\$ -	\$ 15,507,036	\$ 15,480,540	\$ 16,754,989	\$ -	1,292	\$ 61,880,235					
VA	Langley AFB VA			176		4		\$ 1,292,476	\$ 172,100	\$ 99,460	92	\$ 4,628,464						
	Norfolk VA			70		2		\$ 1,160,770	\$ 212,000	\$ 33,300	12	\$ 1,406,070						
	RE Staff	16	57		26	22	\$ 861,451	\$ 3,449,538	\$ 1,835,046	\$ 342,837	56	\$ 9,117,190						
	State-wide IMAs				725			\$ 8,856,600			109	\$ 12,994,211						
	Virginia Subtotal	16	57	246	751	28	\$ 861,451	\$ 14,759,384	\$ 2,219,146	\$ 475,597	\$ -	269	\$ 28,145,936					
VT	State-wide IMAs				4			\$ 48,864			1	\$ 71,692						
	Vermont Subtotal	-	-	-	4	-	\$ -	\$ 48,864	\$ -	\$ -	\$ -	1	\$ 71,692					
WA	Fairchild AFB WA			47		2		\$ 527,472	\$ 89,547	\$ 18,473	20	\$ 1,233,732						
	McChord AFB WA		1	2,325		290		\$ 26,823,000	\$ 18,868,700	\$ 7,992,813	532	\$ 74,101,609						
	State-wide IMAs				153			\$ 1,869,048			23	\$ 2,742,227						
	Washington Subtotal	-	1	2,372	153	292	\$ -	\$ 29,219,520	\$ 18,958,247	\$ 8,011,286	\$ -	575	\$ 78,077,568					
WI	Gen Mitchell IAP ARS WI		1	1,379		413		\$ 17,414,678	\$ 23,196,754	\$ 22,372,024	603	\$ 85,944,107						
	State-wide IMAs				55			\$ 671,880			8	\$ 985,768						
	Wisconsin Subtotal	-	1	1,379	55	413	\$ -	\$ 18,086,558	\$ 23,196,754	\$ 22,372,024	\$ -	611	\$ 86,929,875					
WV	Morgantown WV			56		1		\$ 506,970	\$ 52,615	\$ 62,915	7	\$ 900,666						
	State-wide IMAs				15			\$ 183,240			2	\$ 268,846						
	West Virginia Subtotal	-	-	56	15	1	\$ -	\$ 690,210	\$ 52,615	\$ 62,915	\$ -	9	\$ 1,169,512					
WY	State-wide IMAs				30			\$ 366,480			5	\$ 537,692						
	Wyoming Subtotal	-	-	-	30	-	\$ -	\$ 366,480	\$ -	\$ -	\$ -	5	\$ 537,692					
<b>GRAND TOTALS</b>							<b>3,629</b>	<b>1,093</b>	<b>58,720</b>	<b>12,325</b>	<b>15,280</b>	<b>\$207,943,109</b>	<b>\$ 1,092,038,861</b>	<b>\$829,309,726</b>	<b>\$ 906,482,895</b>	<b>\$28,546,505</b>	<b>29,342</b>	<b>\$ 4,026,307,672</b>

Notes:

- USAF Active Duty includes mobilized Unit Reservists.
- Unit data is based upon EIA reports submitted by the units.
- Information reported in this table is: As of 30 September 2003



# Aircraft and Programs

## A/OA-10 Thunderbolt

### Capabilities/Profile

- Service Ceiling: 37,000 Feet
- Combat Range: ~400 NM;  
5 hours duration
- Armament: General Purpose/  
Cluster/Laser-Guided Bombs,  
Maverick/Sidewinder Missiles, 2.75"  
Rockets, 30mm Armor-Piercing/High-  
Explosive Incendiary cannon shells
- Dimensions:
  - Wing Span: 57.4 Feet
  - Length: 53.4 Feet
  - Height: 14.8 Feet
  - Weight: Over 51,000 Pounds  
fully loaded

### Functions/Performance Parameters

— Mission Statement: The USAF primary Close Air Support platform. Designed specifically for battlefield support of engaged ground forces. The speed, range, loiter time and physical toughness of the airframe provide an outstanding asset to protect friendly forces and devastate enemy forces. The 30mm Gatling gun was produced specifically to destroy armored vehicles and hardened support equipment. The pilot is protected by a "titanium bathtub" manufactured to withstand repeated punishment while the airframe and power plant incorporate redundant systems designed to ensure airworthiness if



engaged by enemy anti-aircraft guns or missiles.

- Performance Parameters:
  - Top Speed: 450 KCAS/0.75 Mach

### Acquisition Status

- Program Status: Sustainment
- Unit Assignments:
  - Barksdale AFB, LA
  - New Orleans JRB, LA
  - Whiteman AFB, MO
- Production:  
Production line closed in 1984
- Current Inventory:  
45 Primary Aircraft Assigned
- Projected Inventory: 45
- Contractors:
  - Fairchild Republic (Airframe)
  - General Electric (Propulsion)
  - Lockheed Martin (Major Subsystem)
- Future Upgrades: Embedded Global Positioning/Inertial Navigation System, Integrated Flight and Fire Control Computer, Smart Weapons, Digital Data Link
- Purchase Requirements: N/A

# B-52H Stratofortress

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## Capabilities/Profile

- Service Ceiling: 50,000 Feet
- Combat Range: Unlimited with air refueling
- Armament: Conventional Cruise Missiles, General Purpose/Cluster/Laser-Guided Bombs (cannot self-lase), Have Nap Missile, Harpoon Anti-ship Missile, Naval Mines, Joint Direct Attack Missile
- Dimensions:
  - Wing Span: 185 Feet
  - Length: 159.3 Feet
  - Height: 40.7 Feet
- Weight: Over 488,000 Pounds fully loaded

## Functions/Performance Parameters

- Mission Statement: Workhorse of the conventional bomber fleet possessing intercontinental range and a large/diverse weapons payload. Sole aircraft to employ cruise missiles. Only bomber able to employ the Harpoon Anti-ship missile, and precision munitions such as the Have Nap missile and laser guided bombs (cannot self-lase). Can attack time-sensitive targets during the critical initial phase of conflict. Reduces the enemy's air defense

and command and control systems effectiveness, and power generation ability using standoff and precision munitions. Deploys forward to add mass and depth in sustained operations. Venerable aircraft whose airframe is certified to the year 2040.

- Performance Parameters:
  - Top Speed: 390 KCAS/0.84 Mach
  - Weapons Payload: 36,000 lbs.

## Acquisition Status

- Program Status: Sustainment
- Unit Assignments:
  - Barksdale AFB, LA
- Production: Production Line closed in 1962
- Current Inventory: 8 Primary Aircraft Assigned
- Projected Inventory: 8
- Contractors:
  - Boeing (Airframe)
  - Pratt & Whitney (Propulsion)
  - ITT (Major Subsystem)
- Future Upgrades: Situational Awareness Upgrades, ARC-210 multi-mode radio, Joint Standoff Weapon, Wind Corrected Munition Dispenser, Joint Air to Surface Standoff Missile, Long Range Cruise Missile, Link-16
- Purchase Requirements: N/A





# C-5 Galaxy

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## Capabilities/Profile

- Service Ceiling: 45,000 Feet
- Range: 6,320 NM (unrefueled ferry range); (unlimited with in-flight refueling)
- Cruising Speed: 0.73 MACH
- Max Speed: 0.77 MACH
- Armament: None
- Dimensions:
  - Wing Span: 222 Feet
  - Length: 247 Feet
  - Height: 65 Feet
  - Cargo Compartment: 121 x 19 x 13.5 feet
- Maximum Gross Weight: 840,000 Pounds

## Functions/Performance Parameters

- Mission Statement: Carry fully equipped combat-ready military units to any point in the world on short notice then provide field support required to help sustain the fighting force.
- Performance Parameters (based on 3,200 nm leg):
  - Cruise Speed: 420 knots
  - Cargo Weight: 120,000 pounds (291K max)
  - Passenger Capacity: 51 persons (73 max)\*

*\* Cargo and Passengers are inclusive of one another*

## Acquisition Status

- Program Status: Sustainment
- Unit Assignment:
  - Lackland AFB, TX
  - Westover ARB, MA
  - Dover AFB, DE (associate)
  - Travis AFB, CA (associate)
- Production: Completed in 1989
- Current Inventory: 28 Primary Aircraft Assigned
- Aircraft Assigned: 32
- Contractors:
  - Lockheed Martin (Airframe)
  - General Electric (Propulsion)
- Future Major Upgrades: GPS, Avionics, Nav/Safety and GATM, Avionics Modernization Program (AMP), Reliability Enhancement and Re-engining Program (RERP)
- Purchase Requirements: None



# C-9A Nightingale

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## Capabilities/Profile

- Service Ceiling: 37,000 Feet
- Range: 2,500 NM
- Speed: 525 Miles Per Hour at 33,000 Feet (455 Knots True Airspeed)
- Armament: None
- Dimensions:
  - 93 Feet 3 Inches (Wing Span)
  - 119 Feet 3 Inches (Length)
  - 27 Feet 5 Inches (Height)
- Maximum Gross Weight: 108,000 Pounds



## Functions

- Draft Mission Statement: Provide first-class operational support airlift of travel teams, critical mission support items, and VIPs supporting war, peacetime, homeland defense and contingency requirements through a mixed mission of transporting passengers, cargo and patients.

## Acquisition Status

- Program Status: The 2004 Defense Appropriations Bill Committee Report established the 73rd AS as a UE unit for FY04.
- Unit Assignment:
  - Scott Air Force Base, IL
- Production: Completed in 1968
- Aircraft Assigned: 4
- Contractor:
  - Boeing Company

# C-130E/H Hercules

---

## Capabilities/Profile

- Service Ceiling: 33,000 ft
- Range: 3,000 NM
- Armament: None
- Dimensions:
  - Wing Span: 132 feet, 7 inches (39.7 meters)
  - Length: 97 feet, 9 inches (29.3 meters)
  - Height: 38 feet, 10 inches (11.9 meters)
- Maximum Gross Weight: 155,000 lbs (waiverable to 175,000 lbs)

## Functions/Performance Parameters

- Mission Statement: The C-130E/H provides rapid transportation of personnel or cargo for delivery day or night by parachute or landing. Adverse Weather Aerial Delivery System equipped aircraft have the additional capability of performing airdrops without external assistance in inclement weather. It can also be used for Aeromedical Evacuation of injured troops.

- Performance Parameters: The C-130 can takeoff and land on short, unimproved runways normally found during austere operations.
  - Top speed: 318 KTAS at 22,000 ft
  - Maximum Payload: 42,000 pounds
  - Maximum Load: 6 pallets or 74 Litters or 16 CDS bundles or 92 ground troops, 64 paratroops, or any combination of any of these up to the maximum allowable weight

## Acquisition Status

- Program Status: Sustainment
- Unit Assignment:
  - Minneapolis St Paul ARS, MN
  - Dobbins ARB, GA
  - Willow Grove ARS, PA
  - Gen Mitchell IAP, WI
  - Youngstown ARS, OH
  - Pittsburgh IAP, PA
  - Niagara Falls IAP, NY
  - Peterson AFB, CO
  - Maxwell AFB, AL
- Current Inventory: 96 Primary Aircraft Assigned
- Projected Inventory: 87
- Contractors:
  - Lockheed Martin (Airframe)
  - Allison (Propulsion)
- Future Upgrades: Avionics Modernization Program (AMP)



# C-130J

## Capabilities/Profile

- Service Ceiling: 30,560 ft
- Range: 3,600 Nautical Miles, WC-130J 4000 Nautical Miles
- Armament: N/A
- Dimensions:
  - Wing Span: 132 feet, 7 inches (39.7 meters)
  - Length: 97 feet, 9 inches (29.3 meters)
  - Height: 38 feet, 10 inches (11.9 meters)
- Maximum Gross Weight: 155,000 lbs (waiverable to 175,000 lbs)

## Functions/Performance Parameters

- Mission Statement: C-130J/J-30
  - Immediate movement of combat troops & supplies within theaters of operation; WC-130J—Weather reconnaissance

- Performance Parameters:
  - Cruising speed: 362 KTAS at 22,000 ft
  - Maximum Payload: 42,000 pounds
  - Maximum Load: 6 pallets or 74 Litters or 16 CDS bundles or 92 ground troops, 64 paratroops, or any combination of any of these up to the maximum allowable weight

## Acquisition Status

- Program Status: Acquisition Phase III, Production, Fielding, & Deployment (WC-130J still in OT&E)
- Unit Assignment:
  - Keesler AFB, MS
- Current Inventory: 5 C-130Js and 10 WC-130Js on hand
- Contractors:
  - Lockheed Martin (Airframe)
  - Allison (Propulsion)
- Future Upgrades: None



## Short vs. Stretch

LOAD COMPARISONS	C-130E/H/J	C-130J-30	Increase
Cargo Floor Length	40 feet	50 feet	37%
463L Pallets	5 feet	7 feet	40%
Medical Litters	74 feet	97 feet	31%
CDS Bundles	16 feet	24 feet	50%
Combat Troops	92 feet	128 feet	39%
Paratroopers	64 feet	92 feet	44%

# MC-130E/ Combat Talon I

---

## Capabilities/Profile

- Service Ceiling: 30,000 ft
- Combat Range: Unlimited with air refueling
- Crew Complement: 5 officers (two pilots, two navigators and one electronic warfare officer) and four enlisted (one flight engineer, two loadmasters, and one radio operator).
- Dimensions:
  - Wing Span: 132 feet, 7 inches (39.7 meters)
  - Length: 97 feet, 9 inches (29.3 meters)
  - Height: 38 feet, 10 inches (11.9 meters)
- Weight: 155,000 Pounds (Gross Weight)

## Function/Performance Parameters

- Mission Statement: The mission of the MC-130E Combat Talon I is to provide infiltration, exfiltration and resupply of special operations forces and equipment in hostile or denied territory. Secondary missions include psychological operations and helicopter air refueling.
- Performance Parameters:
  - Power Plant: Four Allison T56-A-15 turboprop engines
  - Thrust: 4,910 shaft horsepower each engine
  - Top speed: 318 KTAS at 22,000 ft

## Acquisition Status

- Program Status: Sustainment
- Current Inventory:  
12 Primary Aircraft Assigned



- Unit Assignment:
  - Duke Field, FL
- Contractors:
  - Boeing for Integrated Weapon Systems Support (IWSS)
- Future Upgrades: Direct Infrared Counter Measure (DIRCM), C-130 Avionic Modernization Program (AMP), Common Avionics Architecture for Penetration (CAAP)
- Purchase Requirements: None

# HC-130P/N Hercules

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## Capabilities/Profile

- Service Ceiling: 30,000 ft
- Combat Range: 3,500 NM
- Crew Complement: 3 officers (pilot, co-pilot, primary navigator), and four enlisted (flight engineer, communications systems operator and two loadmasters).
- Dimensions:
  - Wing Span: 132 feet, 7 inches (39.7 meters)
  - Length: 97 feet, 9 inches (29.3 meters)
  - Height: 38 feet, 10 inches (11.9 meters)
  - Weight: 155,000 Pounds (Gross Weight)

## Functions/Performance Parameters

- Mission Statement: The HC-130P/N mission is to conduct day or night operations to effect the recovery of downed aircrew or other isolated personnel from hostile or denied environments during war. Mission elements include extending the range of recovery force helicopters by providing air refueling and

performing tactical delivery via airdrop or airland of rescue personnel watercraft, all-terrain tactical vehicles, and/or supplies to provide direct assistance to isolated personnel in advance of the arrival of a recovery vehicle. Other elements are transload operations to expedite the delivery of survivors to definitive medical care and extended visual and electronic searches over land or water.

- Performance Parameters:
  - Power Plant: Four Allison T56-A-15 turboprop engines
  - Thrust: 4,910 shaft horsepower each engine
  - Top speed: 318 KTAS at 22,000 ft

## Acquisition Status

- Program Status: Sustainment
- Current Inventory:
  - 5 Primary Aircraft Assigned
- Unit Assignment:
  - Patrick AFB, FL
- Contractors:
  - Boeing
- Future Upgrades: Future cockpit modifications under C-130 Avionics Modernization Program (AMP).



# C-141 Starlifter

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## Capabilities/Profile

- Service Ceiling: 45,000 Feet
- Range: 4,600 NM (unrefueled ferry range) (unlimited with in-flight refueling)
- Cruising Speed: 0.70 MACH
- Max Speed: .74 MACH
- Dimensions:
  - Wing Span: 60 Feet
  - Length: 68 Feet
  - Height: 39 Feet
- Armament: None
- Cargo Compartment:  
93 x 10.3 x 9 Feet
- Maximum Takeoff Gross Weight:  
323,100 Pounds
- Maximum Gross Weight:  
343,000 Pounds

- Performance Parameters (based on 3,200nm leg):
  - Cruise Speed: .74 MACH at 25,000 Feet
  - Cargo Weight: 38,000 pounds (60K max)
  - Passenger Capacity: 120 persons (153 max)\*

\* Cargo and Passengers are exclusive of one another

## Acquisition Status

- Program Status: Drawdown
- Unit Assignment:
  - March ARB, CA
  - Wright-Patterson AFB, OH
  - McGuire AFB, NJ (associate)
- Production: Completed in 1968
- Current Inventory: Currently 20, Drawing down from 40 total aircraft as of January 2004
- Projected Inventory: 0 by FY06



## Functions/Performance Parameters

- Mission Statement: Carries airlift combat forces over long distances, deliver those forces and their equipment either by air, land or airdrop, resupply forces and transport the sick and wounded from the hostile area to advanced medical facilities.

- Contractors:
  - Lockheed Martin (Airframe)
  - Pratt Whitney (Propulsion)
- Current Upgrades: None
- Purchase Requirements: None

# F-16 Fighting Falcon

## Capabilities/Profile

- Service Ceiling: 50,000 Feet
- Combat Range: 500 Nautical Miles
- Armament: Missiles (Air-to-Air): AIM-9/-120; Missiles/Bombs (Air-to-Ground): GBUs, CBU, Maverick, HARM, 20mm Cannon
- Dimensions:
  - 32.8 Feet (Wing Span)
  - 49.3 Feet (Length)
  - 16.7 Feet (Height)
- Weight: 42,000 Pounds (Gross Weight)

- Unit Assignment:
  - Carswell NAS JRB, Ft Worth, TX
  - Hill AFB, UT
  - Homestead ARS, FL
  - Luke AFB, AZ
  - Shaw AFB SC (associate)
  - Nellis AFB NV (associate)
- Production: Last USAF a/c delivers FY07
- Current Inventory: 60 Primary Aircraft Assigned
- Projected Inventory: 60
- Contractors:
  - Lockheed Martin (Airframe)
  - General Electric/Pratt & Whitney (engines)
  - Northrop Grumman (Radar)



## Functions/Performance Parameters

- Mission Statement: A single engine multirole tactical fighter with full air-to-air and air-to-ground combat capabilities.
- Performance Parameters:
  - Speed: 1,500 mph (Mach 2 at altitude)
  - Range: > 2,000 miles ferry range
  - Thrust: 27,000 lbs

## Acquisition Status

- Program Status: Production of force structure/attrition reserve aircraft; Modification/sustainment of fielded F-16s

- Future Upgrades: GPS/Smart Weapons Integration, Link-16 Capability, Joint Helmet Mounted Cueing System, Advanced Air-to-Air Weapons, Modular Mission Computer, Night Vision Imaging System, Air-to-Air Interrogator (Block 30/32), and Advanced Targeting Pod (Block 30/32)



# HH-60G Pave Hawk

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## Capabilities/Profile

- Service Ceiling: 17,000 Feet
- Combat Range: 504 NM (unlimited with air refueling)
- Armament: 2 X 7.62 mm machine guns or 2 x 0.50 caliber machine guns
- Dimensions:
  - Main Rotor: 53 feet, 8 inches (16.4 meters)
  - Length: 64 feet, 10 inches (19.9 meters)
  - Height: 16 feet, 8 inches (5.1 meters)
- Maximum Gross Weight: 22,050 Pounds

## Functions/Performance Parameters

- Mission Statement: conduct day or night operation into hostile environments to recover downed aircrew or other isolated personnel during war. Because of its versatility, the HH-60G is also tasked to perform military operations other than war. These tasks include civil search and rescue, emergency aeromedical evacuation, disaster relief, international aid, counterdrug activities and NASA space shuttle support.
- Performance Parameters: Mission flown at airspeeds between 120 and 150 knots. Can fly for 4 1/2 hours unrefueled. With in-flight refueling range is limited to human factors.

## Acquisition Status

- Program Status: Sustainment
- Unit Assignment:
  - Davis-Monthan AFB, AZ
  - Patrick AFB, FL
- Production: Future production TBD

- Current Inventory: 13 Primary Aircraft Assigned
- Contractors:
  - Sikorsky (Prime Contractor)
- Future Major Upgrades: Upgraded Comm, Nav/Electronic Warfare Suite, new engines
- Purchase Requirements: None



# KC-135E/R

## Stratotanker

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### Capabilities/Profile

- Service Ceiling: 50,000 Feet
- Range: 11,015 (ferry range)
- Armament: None
  - 130 Feet 10 Inches (Wing Span)
  - 36 Feet 3 Inches (Length)
  - 41 Feet Inches (Height)
- Maximum Gross Weight: 322,500 Pounds (KC-135R); 301,600 Pounds (KC-135E)



### Functions/Performance Parameters

- Mission Statement: Principal mission is air refueling. Greatly enhances the U.S. Air Force's capability to accomplish its mission of Global Engagement. Also provides aerial refueling support to U.S. Navy, U.S. Marine Corps and allied aircraft.
- Performance Parameters: Four turbofan engines, mounted under 35-degree swept wings, power the KC-135 to takeoffs at gross weights up to 322,500 pounds for the KC-135R and 301,600 for the KC-135E. Nearly all internal fuel can be pumped through the tanker's flying boom, the KC-135's primary fuel transfer method. A special shuttlecock-shaped drogue, attached to and trailed behind the flying boom, may be used to

refuel aircraft fitted with probes. A boom operator stationed in the rear of the plane controls the boom and refueling operations. The KC-135 can transfer up to 150,000 pounds of fuel with a 1,500NM radius.

### Acquisition Status

- Program Status: Sustainment
- Unit Assignment:
  - Selfridge ANGB, MI (KC-135E/R)
  - Beale AFB, CA (KC-135E)
  - Grissom AFB, IN (KC-135R)
  - Seymour-Johnson AFB, NC (KC-135R)
  - March ARB, CA (KC-135R)
  - Tinker AFB, OK (KC-135R)
  - McConnell AFB, KS (associate-KC-135R)
  - Portland IAP, OR (KC-135R)
  - Andrews AFB, MD (KC-135R)
- Production: Completed in 1965
- Current Inventory: 70 Primary Aircraft Assigned
  - 14 KC-135 E
  - 61 KC-135 R
  - Projected Inventory: 75
- Contractors:
  - Boeing (Airframe)
  - General Electric (Engines)
  - Pratt & Whitney (Engines)
- Ongoing/Future Major Upgrades: Global Air Traffic Management (GATM), Multipoint Refueling, Nav/Safety
- Purchase Requirements: None

# Defense Meteorological Satellite Program (DMSP)

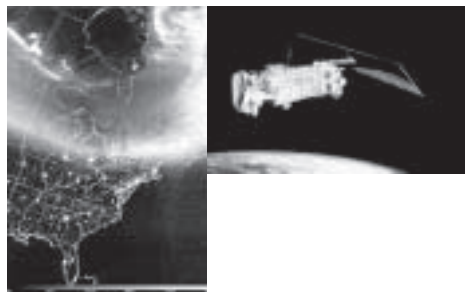
## Functions/Performance Parameters

- **Mission Statement:** The mission of DMSP is to provide an enduring and survivable capability, through all levels of conflict, to collect and disseminate global visible and infrared cloud data and other specialized meteorological, oceanographic, and space environment data required to support worldwide DoD operations and high-priority national programs.
- **Performance Parameters:** DMSP utilizes instruments that sense surface and atmospheric radiation in the visible, infrared, and microwave bands. In addition, DMSP flies instruments that measure space environmental parameters. Critical regional data is broadcast directly to user terminals in theater to support tactical missions. Global data is downloaded to processing centers to support both tactical and strategic missions.

## Acquisition Status

- **Program Status:**  
Operational Sustainment
- **Requiring Services:** All
- **Production:** FY83-FY99
- **Current Inventory:** 6
- **Projected Inventory:** 6
- **Contractors:**
  - Lockheed Martin (Spacecraft)
  - Aerojet, Northrop Grumman
  - Hughes (Instruments)
- **Future Modification:**  
Solid State Data Recorders
- **Purchase Requirements:** None

*\* The DMSP program will cease operations late next decade at the end of the final DMSP which will be fulfilled by the joint DoD/DOC/NASA NPOESS program.*



## Capabilities/Profile

Key Performance Parameters	Threshold/Baseline	Actual
Satellite Mean Mission Duration	30 Months	42 Months
Primary Sensor Global Resolution	2.78 km	2.75 km
Theater Resolution	0.56 km	0.56 km

*Note: All Acquisition Program Baseline Milestones have been met*

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