

AIR FORCE MATERIAL COMMAND

May 1999

# LEADING EDGE

almanac

# AIR FORCE MATERIAL COMMAND LEADING EDGE

Introducing a publication designed to keep you up-to-date on organizations and programs of AFMC.

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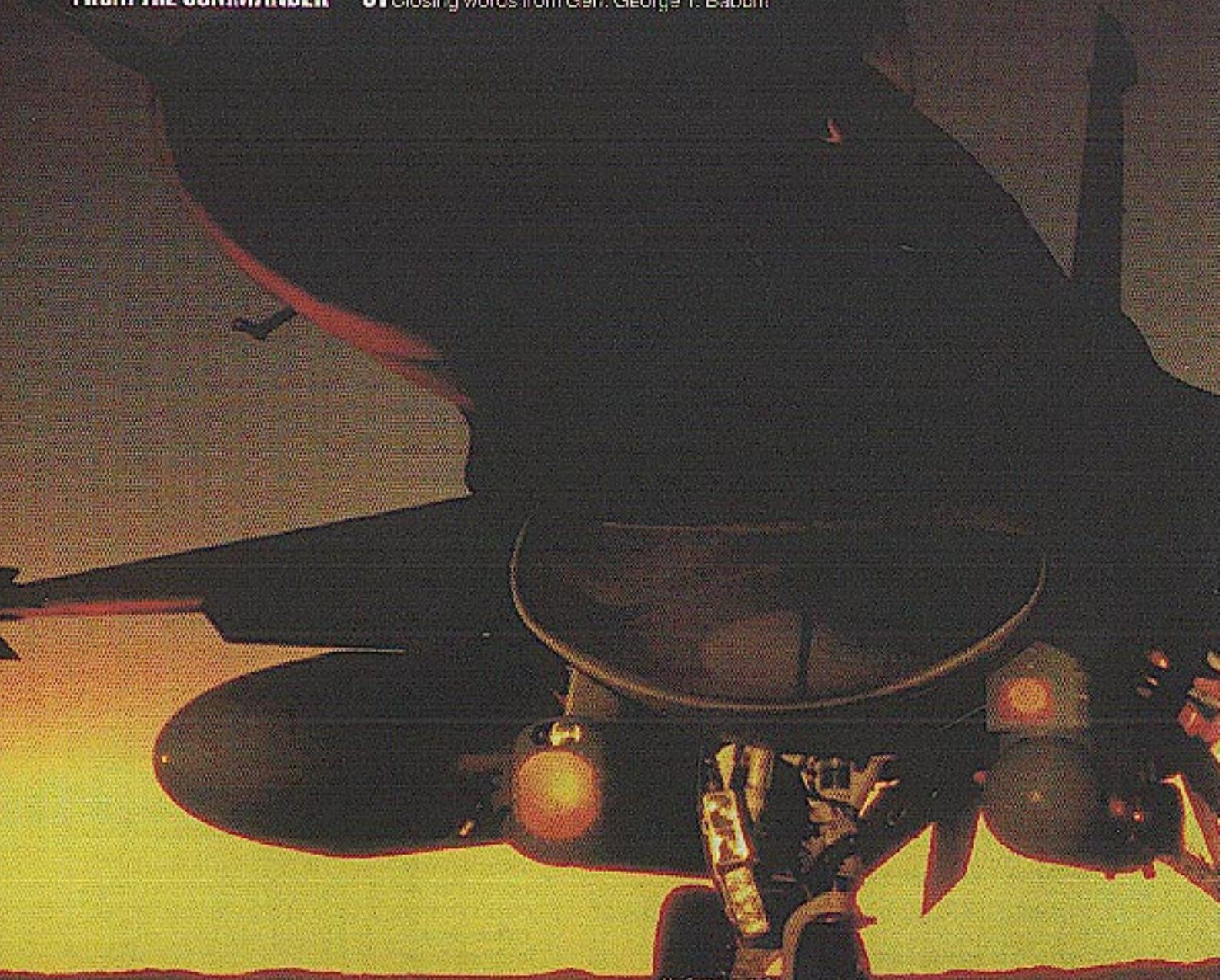
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Air Force - ASD

Dusk arrives as fighter jets equipped with LANTIRN, low altitude navigation and targeting infrared system for night, prepare to take off. The LANTIRN program, managed by Aeronautical Systems Center at Wright-Patterson Air Force Base, Ohio, is in the sustainment phase.

# Equipping the war fighter

*As the command responsible for researching, developing, testing, acquiring and sustaining Air Force weapon systems, AFMC is the materiel foundation of America's aerospace power*

**C**ombat support. These are the words Air Force Materiel Command lives and operates by.

The combat support provided by AFMC men and women touches every base, every weapon system and virtually every person in the Air Force.

An essential part of the Air Force war-fighting team, AFMC contributes affordable combat superiority, readiness and sustainability to this nation's air arm. This is accomplished only by a united effort of all AFMC team members in the fields of research, development, testing, acquisition and support. AFMC provides continuous product and process improvement throughout the life cycle of all Air Force weapon systems.

The success of the world's most respected air and space force is dependent upon the superb effort and quality of support provided by the AFMC team at locations throughout the United States.

## Putting it together

AFMC is a complex and diversified organization. Unlike the Air Force's operational commands, where flying is the core mission, this mammoth organization is so diverse that the word "materiel" hardly contains it all. In this turn-of-the-century Air Force, materiel is a wide range of products required by military professionals who go into combat zones either to fight or help keep the peace.

AFMC also supports other U.S. military forces and allies, and it handles major aerospace responsibilities for the Department of Defense. These include research, development, testing and evaluation of satellites, boosters, space probes and associated systems needed to support specific NASA projects.

To accomplish its broad mission, AFMC is composed of four product centers, two test centers, five air logistics centers and a research laboratory, as well as several specialized units.

Together, these centers comprise the principal organization responsible for managing every aspect of the Air Force's weapon systems, from inception on the drawing board to

support throughout their operational lives, to final disposition.

The command's headquarters is at Wright-Patterson Air Force Base, Ohio. At its centers throughout the United States are a professional and skilled work force of more than 94,000 military and civilian employees, including most of the Air Force's scientists and engineers. The command manages a fiscal year 2000 projected budget of \$38.2 billion.

## Guiding philosophy

The business philosophy guiding the use of these resources is built on reducing costs and eliminating obstacles, rapidly providing high-quality materiel to the rest of the Air Force. Central to that philosophy is the concept of integration.

AFMC pioneered the concept of integrated weapon system management. This is a cradle-to-grave process where a single manager is responsible for a weapon system throughout its entire life cycle. From scientific research, to development, to manufacture, test and acquisition, and then in sustainment, upgrade, maintenance and repair of a product, AFMC manages and delivers the Air Force's sophisticated hardware.

## Integrated entity

In fact, most of what the command does involves integration of once-separate entities: suppliers with customers, military research with corporate and academic research, acquisi-

## Command goals

- Satisfy our customers' needs in war and peace
- Enable our people to excel
- Sustain technological superiority
- Enhance the excellence of our business practices
- Operate quality installations



Air Force

In Air Force Material Command, war fighters are priority one. As the Air Force transitions to an expeditionary force, AFMC is committed to continue to guarantee America's worldwide air superiority. The F-22 Raptor, in testing at Edwards Air Force Base, Calif., will ensure America's aerospace superiority into the 21st century.

tion of weapon systems with maintenance of them, military technology with commercial technology and integration of people working segregated functions to form multifaceted teams.

The demands and benefits of this integrated approach to producing materiel point to a shifting paradigm for the Air Force of the 21st century: an integration of Air Force support with Air Force operations, erasing the traditional dividing line between "warriors" and "supporters."

The command has had success in unifying the responsibilities of materiel professionals with those of the operational users because AFMC's focus on innovative business practices has given its customer commands a more active role in program management, acquisition and sustainment.

## AFMC mission

*Through integrated management of research, development, test, acquisition and support, we advance and use technology to acquire and sustain superior systems in partnership with our customers and suppliers.*

*We perform continuous product and process improvement throughout the life cycle.*

*As an integral part of the Air Force war-fighting team, we contribute to affordable combat superiority, readiness and sustainability.*



An F-22 Raptor performs a roll maneuver over the desert at Edwards Air Force Base, Calif.

# DIVERSE ENTERPRISE

*AFMC sustains a global force combining military values with modern business-management practices*

**A**ir Force Materiel Command's complex enterprise is managed under eight business areas. Each business area is responsible for the effective and efficient use of resources to rapidly provide high-quality materiel to the rest of the Air Force at reduced costs.

The AFMC commander, as the chief executive officer and chairman, makes corporate decisions with the aid of an executive team. This team includes the vice commander, the chief operating and information officers as business leaders for the command's eight business areas, the chief financial officer as well as advisors from the legal, personnel, acquisition, contracting, engineering, planning, public affairs and command chief master sergeant's offices.

Six business areas primarily serve external customers:

- Science and Technology Business Area — leads the discovery, development, demonstration and timely transition of affordable, integrated technologies that keep the Air Force the best in the world.

Science and Technology provides a high quality, cost-effective support infrastructure within the Air Force

Research Laboratory. The S&T business leader is the commander of the Air Force Research Laboratory.

- **Test and Evaluation Business Area** — provides customers the highest quality developmental test and evaluation, air traffic control and weather services at the lowest possible cost.

Through integrated management of research, development, test, acquisition and support, T&E contributes to technologically superior and sustainable war-fighting capabilities and resources. It also contributes timely, accurate and affordable information to the single managers of weapon systems and other decision makers to support decisions throughout a weapon system's life cycle. The T&E business leader is the AFMC director of operations.

- Product Support Business Area — provides life-cycle management of highly effective and affordable Air Force war-fighting systems.

**Product Support** develops and manages high performance Air Force war fighting systems throughout their life cycles. This business area strives to continually improve the operational effectiveness of these

systems, while simultaneously reducing the cost of ownership. It is the largest business area in terms of dollars and employees.

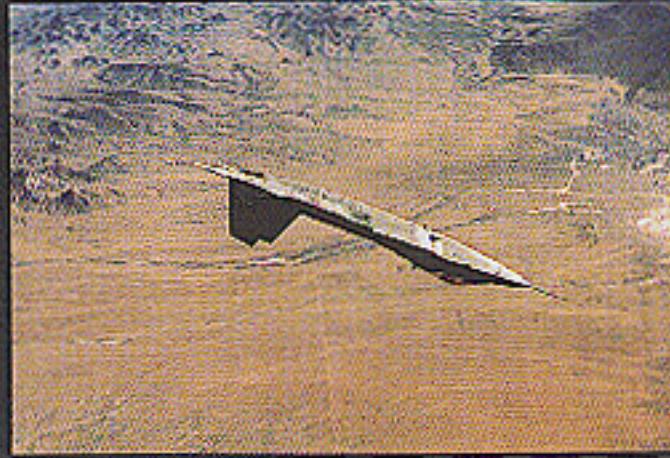
The Product Support business leader is the AHMC director of requirements.

- Supply Management Business Area — provides spare parts needed in war and peace.

As a supplier of spare parts and associated logistics support services to fulfill Air Force needs in war and peace, Supply Management provides materiel

**AFMC MONIES MANAGED  
PROJECTED FISCAL YEAR 2000**





primarily through repair of failed items, as well as through procurement of new items. Logistics support services include cataloging, inventory management, financial management, contracting, engineering, technical support and disposal. The Supply Management business leader is the AFMC director of logistics.

\* Depot Maintenance Business Area — repairs systems and spare parts that ensure readiness in peacetime and provides sustainment to combat forces in wartime.

Depot Maintenance ensures repair capability exists for core aspects of weapon systems. Organic depot maintenance, managed and performed by Air Force civilian and active-duty workers, ensures accomplishment of mission-essential work as well as work that commercial sources cannot or will not perform. Contract depot maintenance performs both work that is not mission-essential, and work that is mission-essential where the risk of non-support is low. The Depot Maintenance business leader is the AFMC director of logistics.

\* Information Services Activity Group Business Area — develops, acquires, sustains and integrates combat support information systems for Air Force and Department of Defense customers.

Information Services supports AFMC customers through the acquisition, development, maintenance and modification of wholesale logistics systems and Air Force base-level systems. The Information Services Activity Group business leader is the AFMC director of requirements.

Two businesses primarily serve internal customers:

\* Information Management

**Business Area** — provides network services and data sharing to ensure customers have the right information anywhere, anytime, on demand.

Information Management ensures command-wide information sharing, using a standards-based information technology architecture to support command business areas and support functions. The business leader is the AFMC director of communications and information.

#### \* Installations and Support

**Business Area** — supports the missions and people at AFMC bases and deployed locations with quality facilities, environments and support services, at the lowest possible cost.

Installations and Support provides the missions and people at AFMC installations with quality facilities and infrastructure, environmental protection, base-support services, as well as organizes, trains and equips installation and support military personnel for worldwide deployment.

The AFMC Installations and Support

business leader is the civil engineer.

AFMC has effected a fundamental change in the way it does business, moving to a management system that holds AFMC people accountable for setting and meeting cost targets as well as operational performance goals.

The Government Performance Results Act states that to be successful, evaluation of operational and financial performance together is essential, as is executing a plan and reporting the results.

Each of AFMC's business areas has a mission to deliver certain goods and services. AFMC strongly focuses on knowing what products and services are provided to its customers. It responsibly delivers quality products and services within cost projections and then delivers them with quality, responsiveness and on budget.

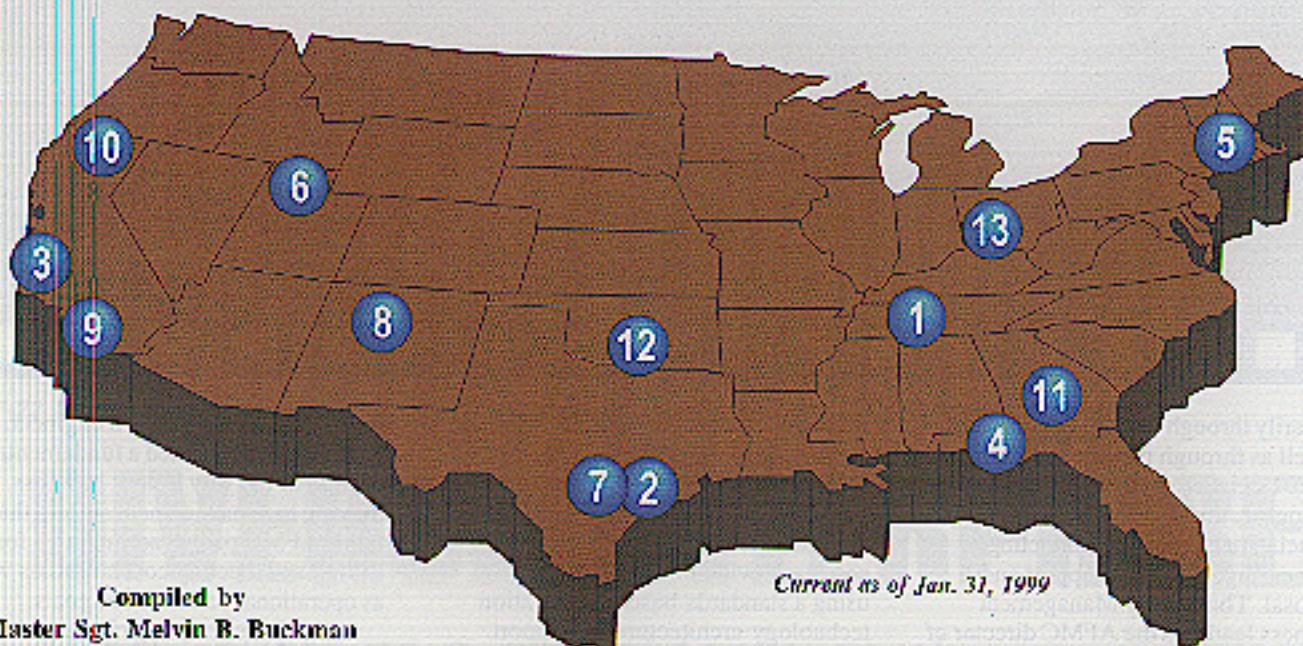
Each year, AFMC commits to setting goals to drive down unit costs and to drive up quality and responsiveness to achieve effective and efficient operations.

## Budget percentages for fiscal 00



Source: AFMC Directorate of Financial Management and Comptroller  
Current as of April 1999

# Command work force by base



Compiled by  
Master Sgt. Melvin B. Buckman  
AFMC Personnel

**E**ach base listing is followed in bold type by its primary AFMC organization, the host unit. Other AFMC organizations with headquarters elsewhere, but which have people assigned to the base, are listed following the host unit.

Figures in the tables are for assigned personnel, a term for the actual number of people on the job. This is not the same as manpower authorizations, a term for the total number of positions for which funding is approved.

Figures are current as of Jan. 31, 1999.

BASE & AFMC Organization	OFFICERS	ENLISTED	ENLISTED	TOTAL
1. ARNOLD AFB, Tenn. Arnold Engineering Development Center	60	44	205	309
2. BROOKS AFB, Texas Aeronautical Systems Center Air Force Research Laboratory Space & Missile Systems Center	410	928	1056	2394
3. EDWARDS AFB, Calif. Air Force Flight Test Center Air Force Research Laboratory Aeronautical Systems Center Warner Robins Air Logistics Center Air Armament Center	357	814	850	2021
4. EGLIN AFB, Fla. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	46	114	204	364
5. HANSCOOM AFB, Mass. Electronic Systems Center Air Force Research Laboratory Air Armament Center San Antonio Air Logistics Center	7	0	2	9
6. HILL AFB, Utah Ogden Air Logistics Center Air Force Flight Test Center Electronic Systems Center HQ AFMC Field Operating Agency	602	3233	3038	6873
7. KELLY AFB, Texas San Antonio Air Logistics Center Electronic Systems Center Warner Robins Air Logistics Center Ogden Air Logistics Center Air Force Research Laboratory	561	3161	2818	6570
8. KIRTLAND AFB, N.M. Electronic Systems Center Air Force Research Laboratory Air Armament Center San Antonio Air Logistics Center	736	3375	2961	7072
9. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	581	3347	2673	6604
10. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	88	0	5	93
11. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	58	17	278	353
12. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	6	4	2	12
13. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	0	7	0	7
14. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	0	0	3	3
15. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	680	814	2382	3876
16. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	597	749	1298	2644
17. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	79	61	1080	1229
18. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	4	1	0	5
19. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	0	0	4	4
20. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	362	1570	7305	9237
21. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	357	1567	7153	9077
22. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	1	0	83	84
23. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	4	3	54	61
24. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	0	0	15	15
25. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	256	1306	8019	9581
26. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	226	804	7558	8588
27. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	27	421	371	819
28. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	0	0	87	87
29. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	2	80	2	84
30. MCNAUL AFB, Calif. Air Armament Center Aeronautical Systems Center Air Force Research Laboratory Headquarters AFMC Electronic Systems Center HQ AFMC Field Operating Agency	1	1	1	3

# DEMOCRATICS

# DEMOCRATICS

# DEMOCRATICS

# DEMOCRATICS

8. KIRTLAND AFB, N.M.	528	1521	1645	3694
377th Air Base Wing (SMC)	118	39	90	247
Air Force Research Laboratory	197	96	666	959
Aeronautical Systems Center	2	0	5	7
Air Armament Center	185	1352	816	2353
San Antonio Air Logistics Center	9	4	51	64
Air Force Flight Test Center	3	30	0	33
HQ AFMC Field Operating Agency	13	0	17	30
Electronic Systems Center	1	0	0	1
9. LOS ANGELES AFB, Calif.	849	401	979	2229
Space & Missile Systems Center	842	394	976	2212
Air Force Flight Test Center	0	4	0	4
Aeronautical Systems Center	1	3	0	4
Electronic Systems Center	6	0	0	6
Air Force Research Laboratory	0	0	3	3
10. MCCELLAN AFB, Calif.	238	1350	4876	6464
Sacramento Air Logistics Center	230	1092	4327	5649
Electronic Systems Center	7	258	27	292
Space & Missile Systems Center	0	0	33	33
Air Force Research Laboratory	1	0	2	3
Ogden Air Logistics Center	0	0	367	367
Oklahoma City Air Logistics Center	0	0	52	52
Warren Robins Air Logistics Center	0	0	56	56
Aeronautical Systems Center	0	0	11	11
HQ AFMC Field Operating Agency	0	0	1	1
11. ROBINS AFB, Ga.	349	1372	9177	10898
Warren Robins Air Logistics Center	344	1364	9174	10882
Electronic Systems Center	3	6	1	10
Air Force Research Laboratory	1	2	2	5
Air Armament Center	1	0	0	1
12. TINKER AFB, Okla.	376	1551	11505	13432
Oklahoma City Air Logistics Center	319	1261	10685	12265
Electronic Systems Center	56	283	792	1131
Sacramento Air Logistics Center	0	0	24	24
San Antonio Air Logistics Center	0	0	4	4
Air Force Research Laboratory	0	1	0	1
Air Force Flight Test Center	1	6	0	7
13. WRIGHT-PATTERSON AFB, Ohio	2110	2340	9311	13761
Aeronautical Systems Center	1430	1976	5032	8438
Air Force Research Laboratory	243	50	1946	2239
Headquarters AFMC	327	171	929	1427
HQ AFMC Field Operating Agencies	61	95	388	544
Electronic Systems Center	22	28	420	470
Air Force Security Assistance Center	23	2	333	358
Warren Robins Air Logistics Center	1	11	120	132
U.S. Air Force Museum	0	0	87	87
Joint Logistics Systems Center	2	3	14	19
San Antonio Air Logistics Center	0	0	8	8
Ogden Air Logistics Center	0	4	6	10
Air Armament Center	0	0	8	8
Air Force Flight Test Center	1	0	11	12
Space and Missile Systems Center	0	0	2	2
Arnold Engineering Development Center	0	0	2	2
Oklahoma City Air Logistics Center	0	0	5	5
Non-AFMC bases	708	1599	2200	4507
Standard Systems Group <sup>1</sup>	173	798	527	1498
AMARC <sup>2</sup>	5	0	613	618
All others <sup>3</sup>	530	801	1060	2391

<sup>1</sup> Located at Gunter Air Annex, Maxwell AFB, Ala.

<sup>2</sup> Aerospace Maintenance & Regeneration Center, Davis Monthan AFB, Ariz.

<sup>3</sup> Personnel are assigned permanently to 97 AFMC organizations at approximately 44 different locations in Europe, the Far East and the United States.

## By average age

### AFMC

Officers: 35  
Enlisted: 30  
Civilians: 47

### AIR FORCE

Officers: 35  
Enlisted: 29  
Civilians: 46

## AFMC by gender

Male officers: 82%  
Female officers: 18%  
Male enlisted: 80%  
Female enlisted: 20%  
Male civilians: 67%  
Female civilians: 33%

## AFMC by education

High school +: 91 %  
Bachelor's: 43 %  
Master's: 49 %  
Doctorate: 13 %

## Personnel

### AFMC

Officers: 8,264  
Enlisted: 21,404  
Civilians: 64,659

**94,327**

### AIR FORCE

Officers: 70,251  
Enlisted: 289,284  
Civilians: 147,581

**507,116**

# Annual check-up

*AFMC tracks its success with release of first annual report*

**W**ith the implementation of its strategic plan, Air Force Materiel Command is making identifying, understanding and controlling cost a top priority.

To track the progress each of the eight business areas is making on managing costs, AFMC commander, Gen. George T. Babbitt, called on the command's business area management team to produce the first AFMC annual report. The report is available on the Internet at: [http://www.afmc.wpafb.af.mil/HQ-AFMC/FM/AN\\_REPORT/1c17dec.htm](http://www.afmc.wpafb.af.mil/HQ-AFMC/FM/AN_REPORT/1c17dec.htm).

Beginning in fiscal year 1991, the Air Force published two departmental annual reports required by the Chief Financial Officers Act of 1990. One report is for all general fund operations, or those financed directly with taxpayer dollars, and the other report is for working capital funds operations, or those financed with revolving funds and that sell products or services to their customers. These CFO reports convey financial results to Air Force "stockholders" — the public, the Congress and the Department of Defense.

But the CFO reports are at such a summary level they provide little help to the accountable managers in AFMC who are responsible for day-to-day operations, said Brig. Gen. Dennis Santic, director of AFMC Financial Management.

"Our people need specific information on the cost, quantity and quality of their output," Gen. Santic said. "To help them get this information, Gen. Babbitt directed we build a consolidated AFMC annual report derived from the managerial reports center commanders build monthly for each business area at their center."

The report includes assessments from each of the eight business areas' chief operating officers, or COOs, and messages from Gen. Babbitt and Gen. Santic. It has appendices describing the command, its objectives, the strategic plan and AFMC's financial reform plans to meet the president's directive for improved accounting.

"We do a good job of tracking what we spend money on," Gen. Santic said. "With this report we are trying to get a better look at what we spend money to do; what kind of output we are creating with all the labor and material we consume."

This inaugural report is meant to educate people throughout the command on their business areas and help them understand total cost.

According to Mr. Bernd Josten, chief of the Plans, Systems and Analysis Division, much progress has been made since the business areas were established in 1997, but there are still hidden costs that will be brought to light with the AFMC annual report.

"We are still in a stage of fully identifying costs and making sure we have accounted for all of the costs attached to each product," Mr. Josten said.

At the beginning of fiscal year 1998, each business area planned for units of output and cost per unit of output. They estimated what they would spend and compared it to what they actually spent in producing those outputs. That comparison provided essential operating results and gave a measure of each area's efficiency and effectiveness.

"The business area concept goes beyond the annual report," said Maj. Charles Kapaku, chief of the Planning, Programming and Budgeting Integration Branch. "It is now the basis for us building our program objective memoranda — our financial plan."

To make government performance meet CFO compliance, Maj. Kapaku stressed the need for input from the bottom up. It's the bottom level of each area that ultimately controls cost, he said.

"It was necessary to begin at high levels to define products and roles, but now that AFMC has zeroed in on products, we need more input and involvement from the people who work on the products every day," said Maj. Kapaku. "Those are the people who control the costs; they know what it takes to deliver the products. When



they look at the report we want them to start thinking, generating ideas and giving their business area feedback on ways to improve."

The annual report team emphasizes that cost isn't everything and that each business area's productivity is marked by dollar and quality measurements.

"Yes, COOs are concerned with cost, but there is never a decrease in the concern for quality of output," said Mr. Josten. "People on the receiving end must still be satisfied with what is being produced by the business areas."

"With an interest all the way through the Air Force, DOD and Capitol Hill, to increase investment in hardware and weapons systems, AFMC is committed to doing all it can to detail and control costs," Mr. Josten said.

The business area management team is committed to making the annual report a staple in the command's future. Plans for the 1999 report are underway and include adding subordinate business and product line financial statements to the business area summaries.

"The key thing to remember is the annual report is our score card. It tells us whether we are meeting the output commitments we made in our command strategic plan," said Gen. Santic. "As it matures, the AFMC annual report will give each AFMC employee what they want — accurate feedback on the results of their hard work."

*By Ms. Shannon Meyer, AFMC Public Affairs*

Oklahoma City Air Logistics Center is the logistics leader in providing specialized logistics support, management, maintenance and distribution to defense weapons systems worldwide.

#### Responsibilities

The Oklahoma City Air Logistics Center at Tinker Air Force Base, Okla., is the largest Air Force industrial complex, providing worldwide cradle-to-grave logistics support on multiple Air Force weapons systems including E-3, C/KC-135, B-52 and B-2 aircraft.

The center manages and maintains an inventory exceeding \$21 billion with more than 13,000 engines, 3,000 missile systems and 39,000 components supporting 9,100 aircraft.

OC-ALC is the worldwide manager for a wide range of aircraft, engines, missiles and commodity items and is responsible for depot level repairs, modifications, overhaul and functional check flight of B-1, B-52, C/KC-135, E-3 and the Navy's F-6 aircraft.

Tinker also provides worldwide engine management for the F101, F108,

F110, F118, TF30, TF33, TF41, J33, J57, J75, J79, T58 and T64 aircraft engines and the F107 and F112 missile engines.

#### Weapon systems supported

B-1B Lancer; B-2 Spirit, E-3 Sentry, B-52 Stratofortress and C/KC-135.

The OC-ALC provides contractor logistics support for 438 commercial derivative aircraft of 41 mission-design series, including airlift, tanker, executive transport, telemetry, training, airborne command and control and U.S. presidential aircraft.

Missile systems managed by the center include the Air Launched Cruise Missile, Short Range Attack Missile, Harpoon and Advanced Cruise Missiles.

#### Tenants Include

552nd Air Control Wing (ACC),



AWACS; 507th Air Refueling Wing (AFRC), KC-135; 38th Engineering and Installation Wing (AUMC); 3rd Combat Communications Group (ACC) and the Strategic Communications Wing ONE (Navy).

#### Area

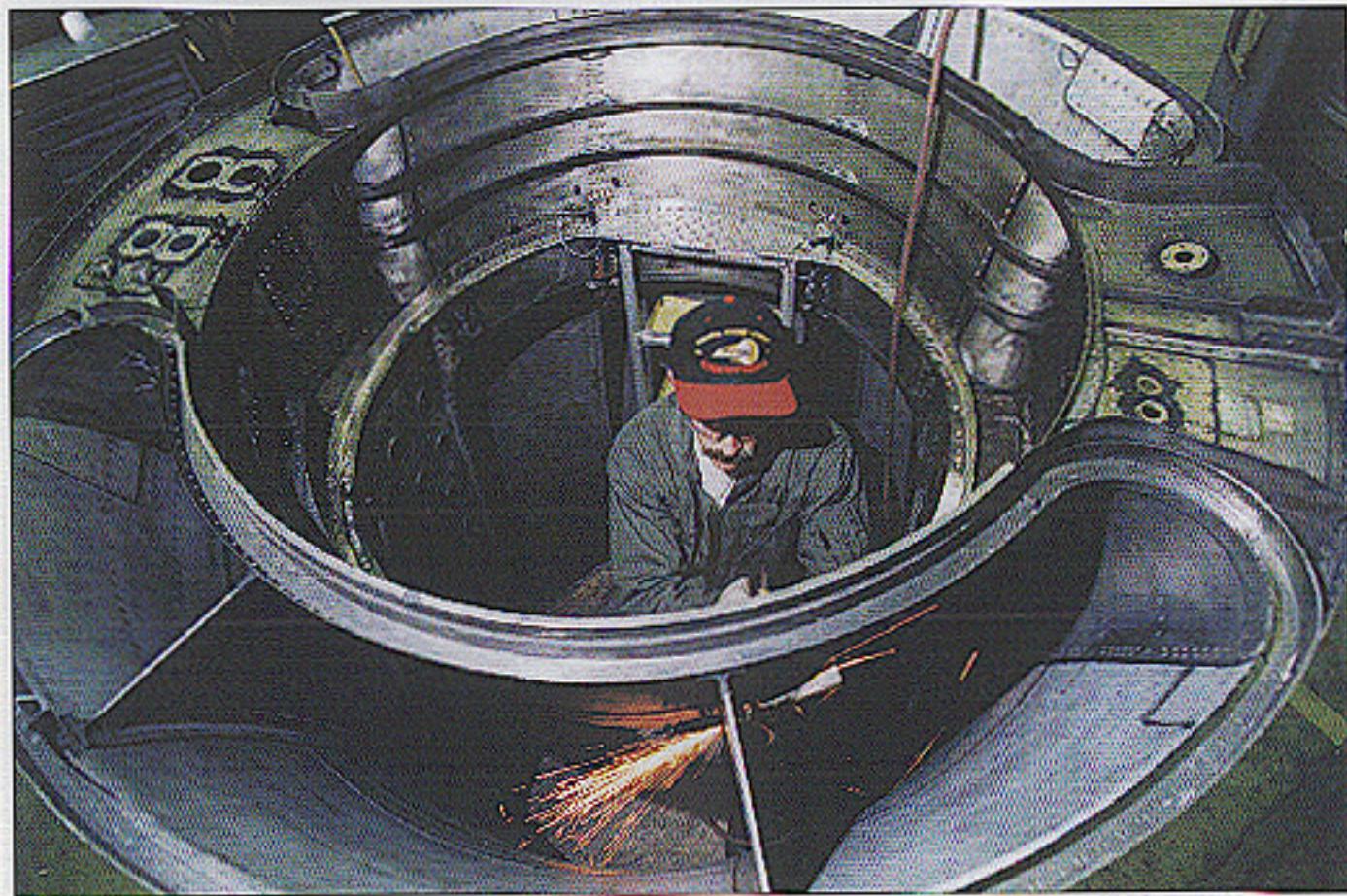
5,041 acres

#### Budget

\$3.49 billion

#### Web address

<http://www.tinker.af.mil>



Grinding in a thrust reverser sends sparks flying for jet engine mechanic Mr. Rick Sharter, a member of the quick engine change unit's thrust reverser sheet metal shop at Tinker Air Force Base, Okla.

Mr. Marco Wright • OC-ALC

# ogden air logistics center

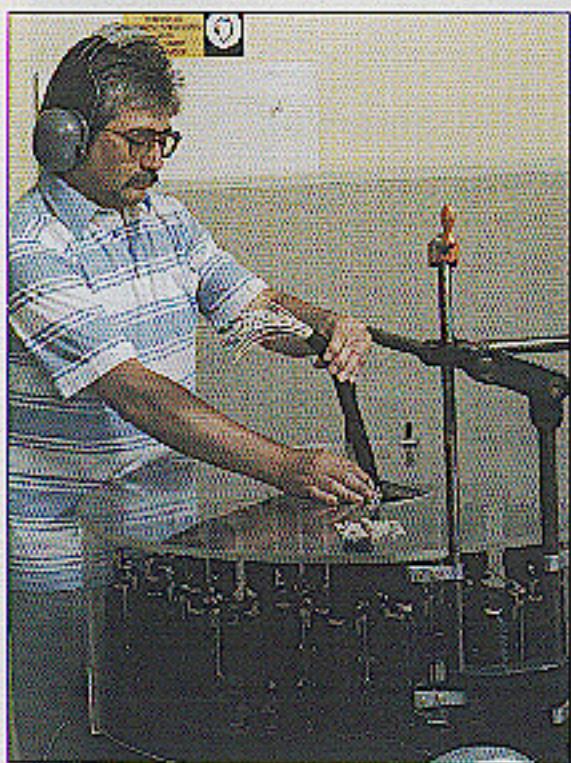


## Responsibilities

The Ogden Air Logistics Center at Hill Air Force Base, Utah, provides worldwide logistics management and depot maintenance for the F-16, to include providing logistics support to 19 countries flying more than 2,800 F-16 aircraft.

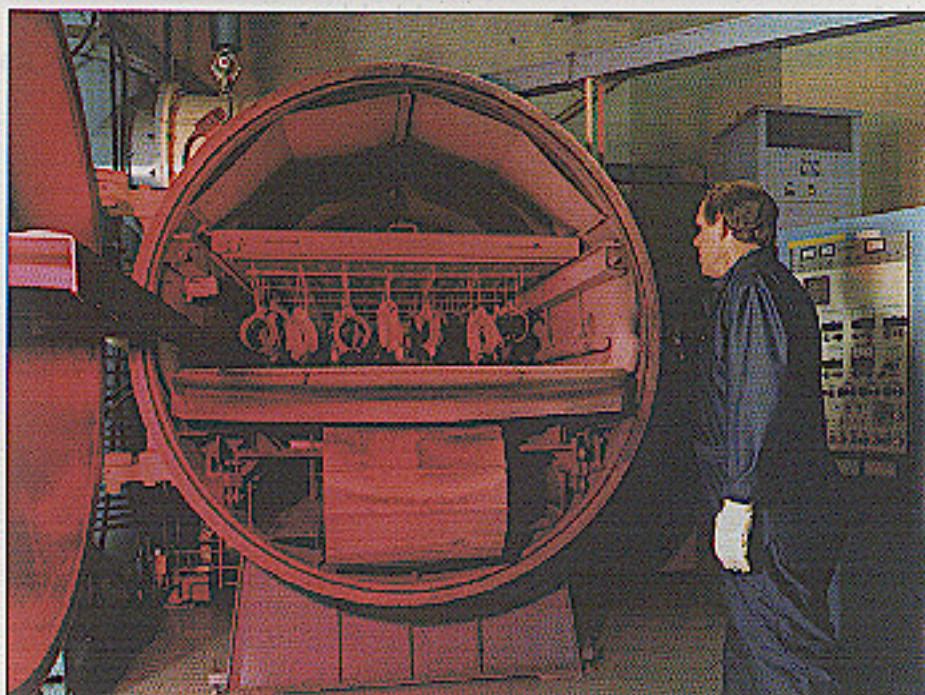
The center is responsible for program management of the KC-135 tanker workload partnered with Boeing Aerospace Support Center in San Antonio, Texas.

OO-ALC operates the world's largest overhaul facility for aircraft landing gear, brakes, struts and wheels. This facility handles all of the Air Force's and 70 percent of the Department of Defense's repair needs and



A braiding machine gathers and seals wire with a protective coating that prevents chafing. The wire may be used as ground support cable for F-16 or C-130 aircraft.

**P**rovides quality products and services to equip, maintain and sustain operational forces as they execute national defense policy around the world.



Air Force - OO-ALC

**Working at Hill's Commodities Directorate, Mr. Richard Newton uses an ion vapor disposition machine that super cleans landing gear, missile and armament parts under high velocity, then bombards them with aluminum to protect the parts against corrosion.**

produces more than 19,000 wheels, brakes and struts annually.

The center also is responsible for providing photonics imaging and reconnaissance equipment, simulators and training devices, avionic, hydraulic, pneumatic and radar components, instruments, gas turbine engines, power equipment systems, special purpose vehicles, shelters and software engineering, development and support.

## Weapon systems supported

F-16 Fighting Falcon, C-130 Hercules, A-10 Thunderbolt, KC-135 Stratotanker and the Minuteman and Peacekeeper intercontinental ballistic missiles. The center is also the leading provider of rocket motors, small missiles, air munitions and

guided bombs, and serves as the ammunition control point for the Air Force.

## Area

6,698 acres. The base also supports the 900,000-acre Utah Test and Training Range, DOD's largest over-land, special-use airspace within the continental United States.

## Tenants include

Hill hosts the 388th (ACC) and 419th (APRC) Fighter Wings, F-16, and supports more than 10 tenants, to include: the Defense Logistics Agency, Defense Information Services Agency regional computer center, Army non-tactical generator and rail equipment repair center, Army Corps of Engineers, Air Force regional recruiting center, U.S. Forest Service and Defense Audit Agency.

## Budget

\$1.89 billion

## Web address

<http://www.hill.af.mil>

**P**rovides worldwide logistics support for weapon systems including the T-37, T-38 and the C-17.



Ms. Karen Edge • SA-AFC

Senior Airman Jeffrey Stadola, jet engine mechanic at Kelly Air Force Base, Texas, performs damage repair on a T100 engine.



#### Responsibilities

The San Antonio Air Logistics Center at Kelly Air Force Base, Texas, supports more than 14,000 jet engines, manages an inventory with a \$2 billion annual budget, computes buy and repair action needed for 25,000 stock numbers and supports 70 security assistance program countries.

SA-AFC is scheduled to close as part of the Base Realignment and Closure process in July 2001.

#### Weapon systems supported

T-37  
T-38  
C-17

#### Area

4,660 acres

#### Tenants include

Air Intelligence Agency  
Air Force News Agency  
433rd Airlift Wing (AFRC)  
C-5  
149th Fighter Wing (ANG)  
F-16  
307th Red Horse Squadron (AFRC)

#### Budget

\$3.61 billion

#### Web address

<http://www.kelly-aflc.org/>  
As of June 1999:  
<http://www.kellypub.kelly.af.mil>

san antonio air logistics center



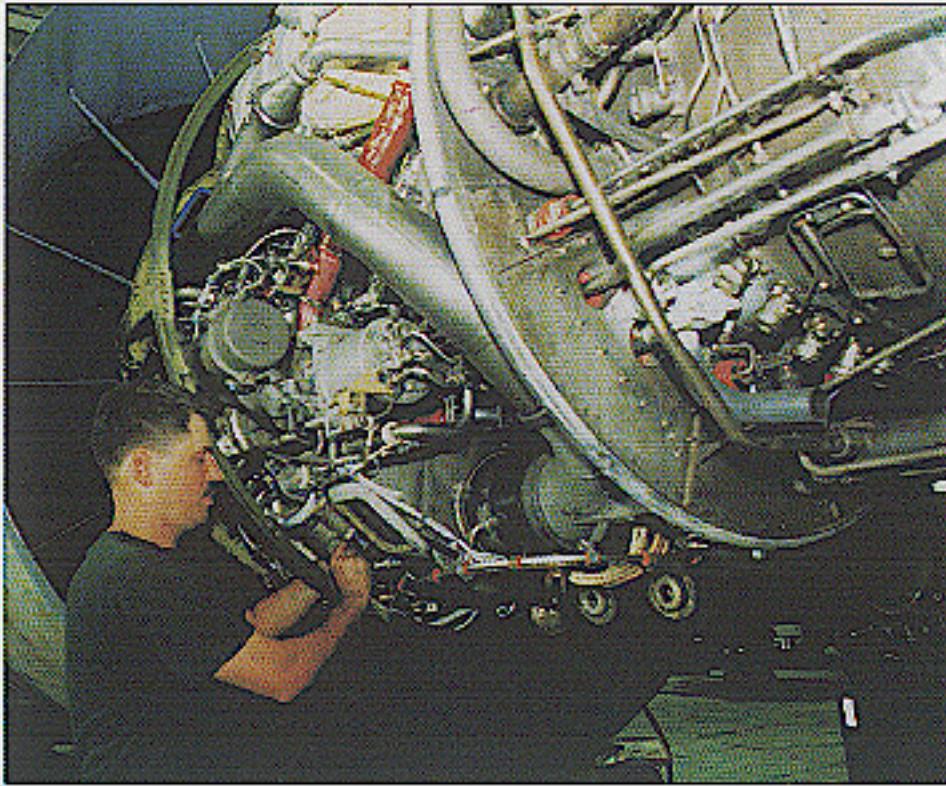
## Responsibilities

The Warner Robins Air Logistics Center, at Robins Air Force Base, Ga., provides logistical support for all Air Force missiles, vehicles, general-purpose computers and avionics and electronic systems on most aircraft.

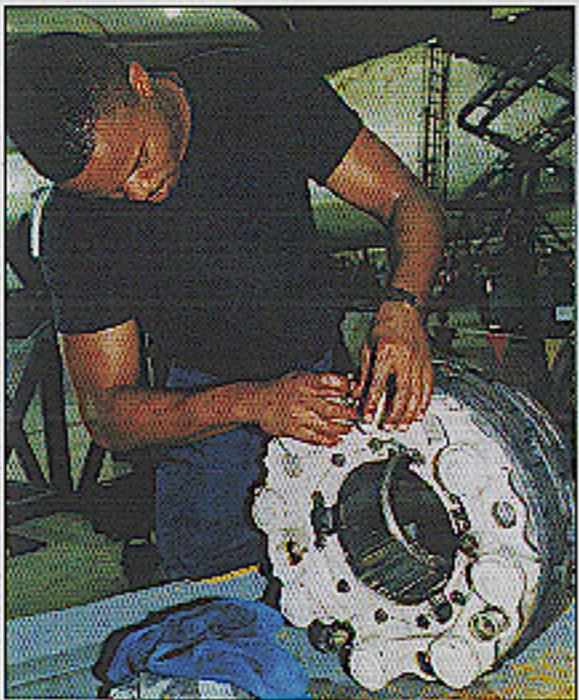
The center supports fire-fighting equipment and vehicles of all types and is the technology repair center for life support equipment, instruments (gyroscopes), airborne electronics and aircraft propellers.

Robins also is responsible for procurement, supply and maintenance functions for most Air Force bases along the East Coast, as well as the Atlantic Missile Test Range, Newfoundland, Labrador, Greenland, Iceland, Bermuda, the Azores and all Air Force and Security Assistance Program activities in Europe, Africa and the Middle East.

**W**arner Robins Air Logistics Center provides worldwide logistics management and depot maintenance for the F-15, C-141, C-130, C-5, utility aircraft and all Air Force helicopters.



Staff Sgt. David Saylor of Robins Air Force Base, Ga., works on the TF-39 model engine for the C-5.



A Warner Robins employee, Mr. William M. Martin, works on a C-5 brake assembly.

## Weapon systems supported

F-15 Eagle, C-141 Starlifter, C-130 Hercules, C-5 Galaxy, U-2 Dragon Lady, utility aircraft, helicopters and missiles.

WR-ALC manages more than 200,000 items representing the full range of avionics functions and technology. These items include aerospace communications and navigation equipment, airborne bomb and gun-directing systems, target acquisition systems and most Air Force airborne electronic warfare equipment.

The center provides cradle-to-grave management support for the Low-Altitude Navigational Targeting Infrared for Night System

(LANTIRN), the Joint Tactical Information Distribution System and the Worldwide Military Command and Control System.

## Area

8,722 acres

## Tenants include

Robins AFB hosts more than 62 tenant organizations, to include, the Air Force Reserve Command; the 93rd Air Control Wing (ACC), E-8 Joint Surveillance and Attack Radar System aircraft; the 116th Bomb Wing (ANG), B-1B; the 5th Combat Communications Group (ACC); the 19th Air Refueling Group (AMC), KC-135 and the 78th Air Base Wing (AFMC).

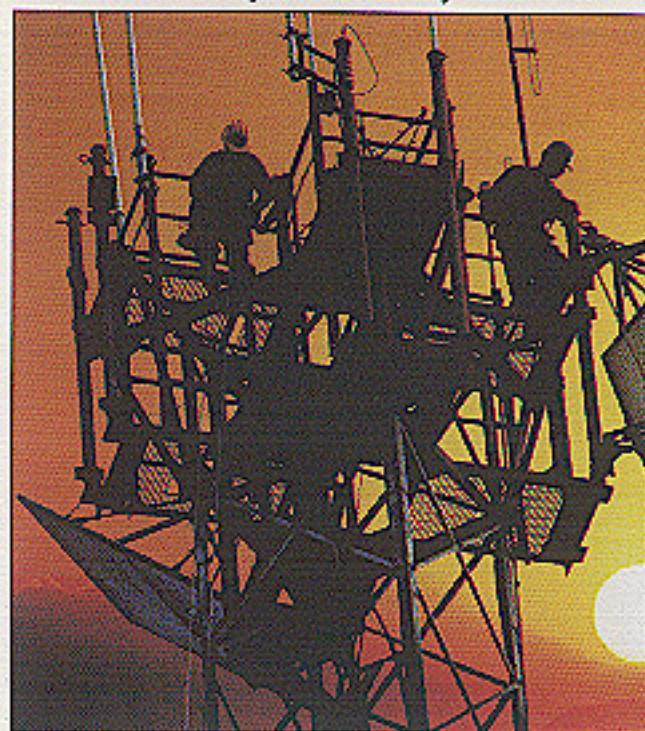
## Budget

\$3.19 billion

## Web address

<http://www.robins.af.mil>

**T**he mission of the Sacramento Air Logistics Center is to successfully transition the work force, effectively manage and transition the sustainment and other customer responsibilities and to close McClellan Air Force Base in a timely and orderly fashion.



Mr. Mike Dietl • SM-ALC

**Antenna maintenance personnel remove the remnants of a deactivated microwave transmission system.**

#### Responsibilities

The Sacramento Air Logistics Center at McClellan Air Force Base, Calif., performs depot maintenance on the KC-135 Stratotanker aircraft and is heavily involved in space and communications-electronics.

McClellan is the technology center for very high-speed integrated circuits, fiber optics and advanced composites. It has the only Casting Emissions Research Program with the only fully instrumental foundry in the country.

The McClellan Nuclear Radiation Center is being designed for use as a brain-scan facility, partnering with the University of California Davis Medical Center.

SM-ALC is scheduled to close under the Base Realignment and Closure process in July 2001.

#### Area

3,763 acres.

#### Budget

\$878 million

#### Tenants Include

McClellan hosts more than 10 organizations, to include, the U.S. Coast Guard Detachment 40, Armed Forces Exchange Service, 364th Recruiting Squadron and Defense Commissary Agency.

#### Web address

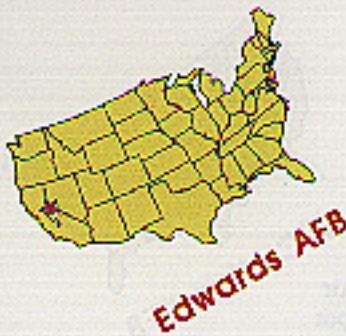
<http://www.mcclellan.af.mil>



**The McClellan Air Force Base, Calif., honor guard is an all-volunteer elite unit of 32 people whose motto is "To serve those today who have served you in the past."**



# air force flight test center



## Responsibilities

The Air Force Flight Test Center at Edwards Air Force Base, Calif., supports and participates in Air Force initial operational test and evaluation, and follow-on tests of manned aircraft systems and of manned and unmanned aerospace vehicles. The center performs test aircraft modification and tests parachute systems and aerodynamic deceleration devices.

The USAF Test Pilot School, the Edwards Flight Test Range and the global Advanced Range Instrumentation Aircraft, known as ARIA, are operated by AFFTC.

The Air Force Research Laboratory and NASA's Hugh L. Dryden Flight Research Center are located at Edwards.

## Weapon systems supported

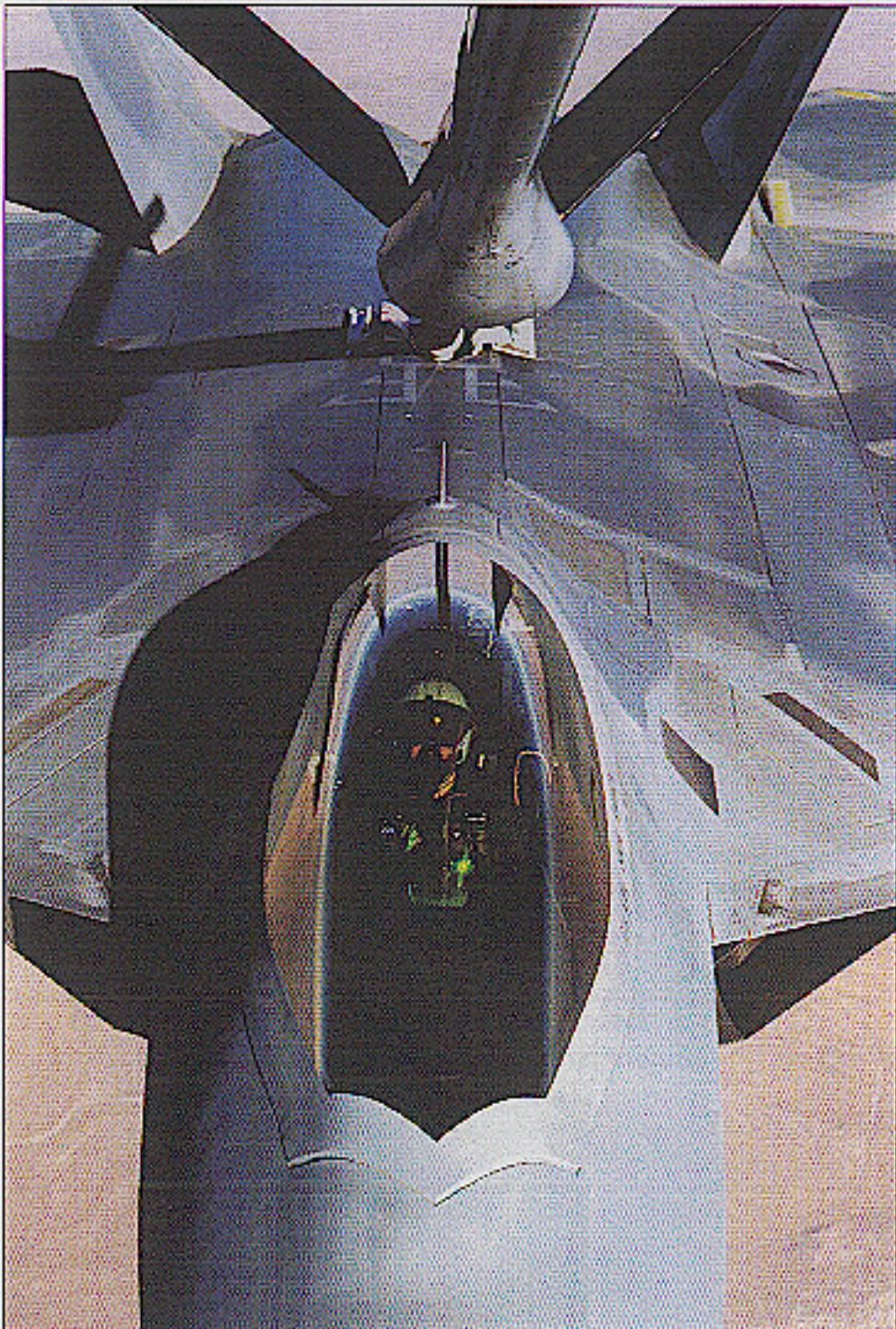
B-1B	N/F-16A/B/C/D
B-2	F-117
B-52G/H	F-22
NC-130H/J	A/T-38/A/B/C
C-18	T-39A/B
C-17A	C-141B
C-12C	T-3
NKC-135B/D	Global Hawk
Y/P-15A/B/C/D/E	

## Area

301,000 acres, which includes 65 linear miles of useable landing area on Rogers and Rosamond Dry Lakes with runway lengths up to 7.5 statute miles.

## Tenants include

NASA Dryden Flight Research  
FAA High Desert TRACON  
18th Space Surveillance Squadron  
National Imagery and Mapping Agency



*Air Force - AFFTC*  
*An F-22 Raptor disengages from a KC-135 Stratotanker above the Air Force Flight Test Center at Edwards Air Force Base, Calif.*

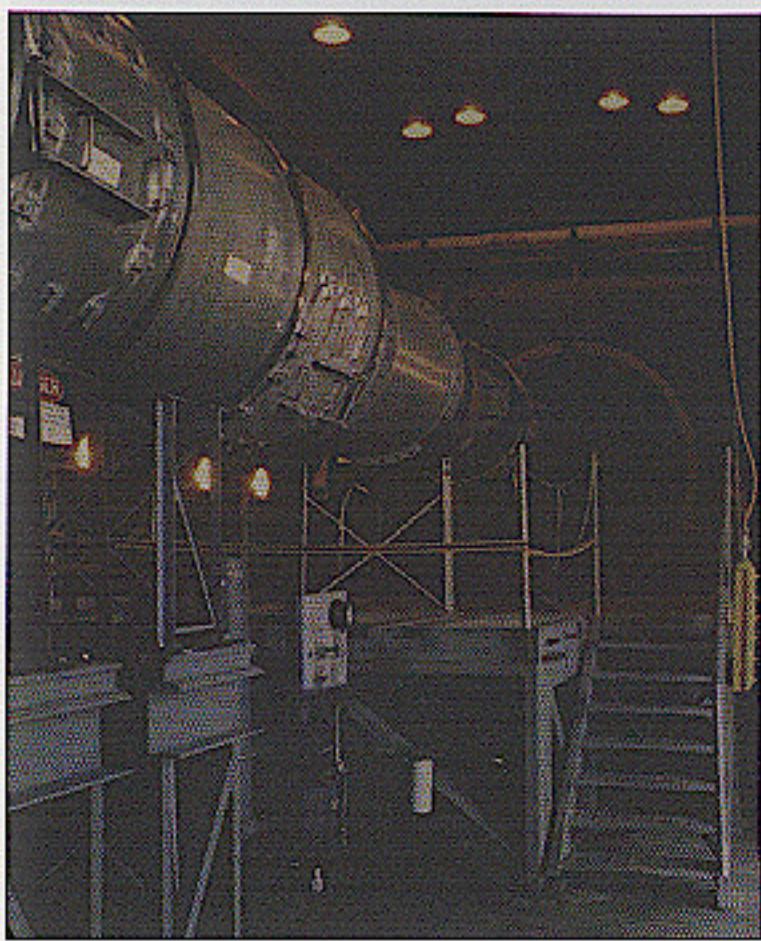
## Budget

\$336 million

## Web address

<http://www.edwards.af.mil>

**P**rovides customers with the world's most effective and affordable aerospace ground test and evaluation products and services; ensures AEDC ground test facilities, technologies and knowledge fully support today's and tomorrow's customers.



Air Force • AEDC  
Engine test cell SLS is one of three major facilities opened at Arnold Engineering Development Center in 1998.



#### Responsibilities

Arnold Engineering Development Center, at Arnold Air Force Base, Tenn., is the Defense Department's premier aerospace ground test and evaluation and simulation center. Center workers perform tests, engineering analyses and technical evaluations for research, system development and operational programs of the Air Force and DOD, other government agencies and worldwide industry.

AEDC has tested some component of virtually every weapon system in the DOD inventory and most space vehicles.

#### Weapon systems supported

The center maintains 58 test and simulation facilities, of which 27 are unique to the United States with 14 unique to the world.

#### Tenants include

Air Force Office of Special Investigations, the Air Force Audit Agency, the Army and Air Force Exchange Service and the Defense Commissary Agency.

#### Budget

\$171 million

#### Area

40,118 acres

#### Web address

<http://www.arnold.af.mil>



Capt. Tobin Cavallari and 2nd Lt. Jason Lind at Arnold Engineering Development Center, Tenn., inspect munition models for the F-117A Stealth Fighter in the 4-foot transonic wind tunnel.

Air Force • AEDC

arnold engineering development test center

# aeronautical systems center

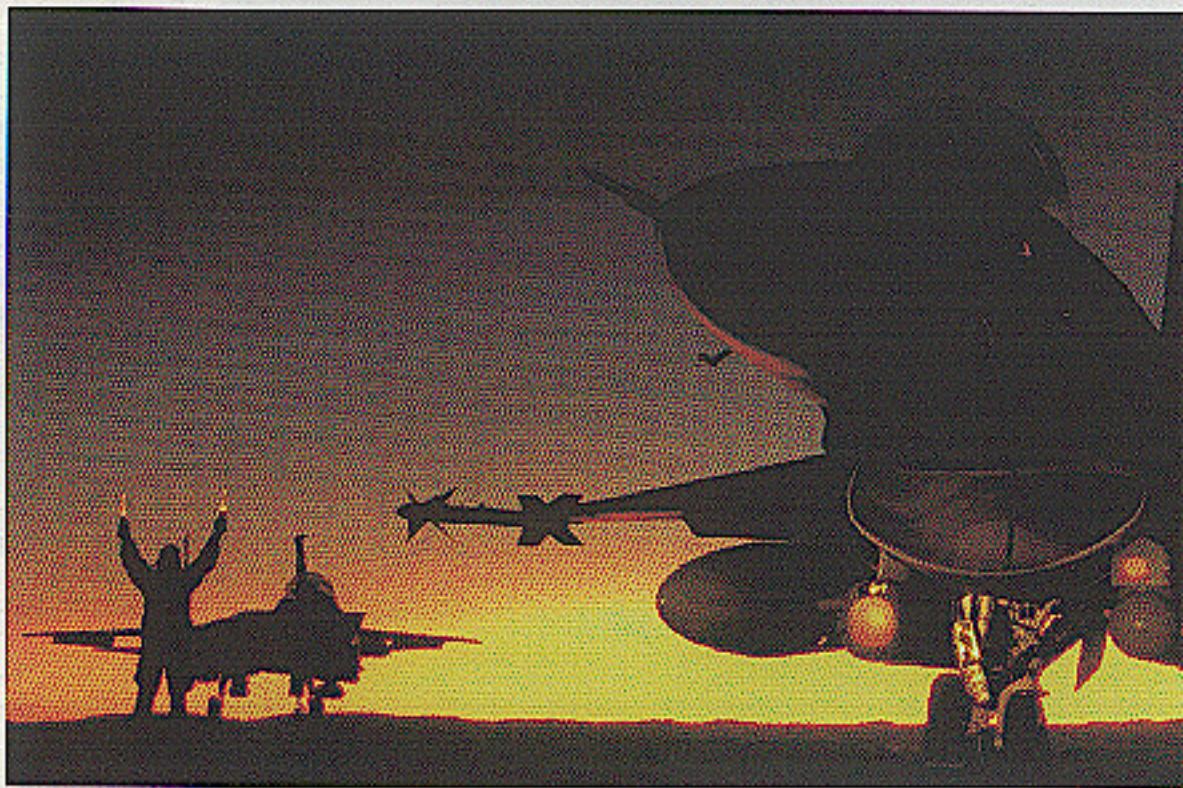


These F-16s are equipped with LANTERN, low altitude navigation and targeting infrared system for night. The LANTERN program, whose development team managers of Aeronautical Systems Center at Wright-Patterson Air Force Base, Ohio, know the sustainment phase.

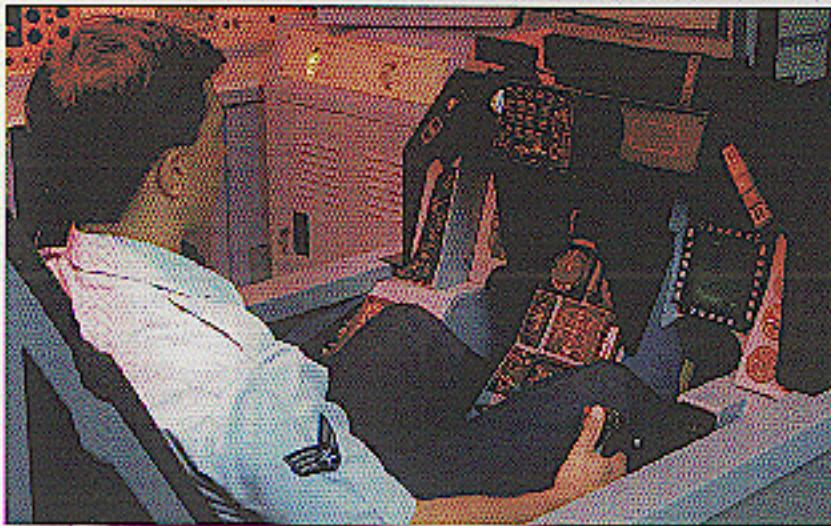
## Responsibilities

Aeronautical Systems Center at Wright-Patterson Air Force Base, Ohio, develops, acquires, modernizes and sustains aerospace systems through its acquisitions work force and support units at Wright-Patterson AFB, Brooks AFB, Texas, and other locations around the country.

ASC's major acquisition programs include fighter, bomber, transport, reconnaissance and trainer aircraft. Current programs include the F-22 air dominance fighter, the C-17 inter and intra-theater transport, the B-2 bomber and unmanned aerial vehicles for reconnaissance and other missions. ASC also supplies the United States' export market through foreign military sales.



Air Force • ASC



Air Force • ASC

This F-16 avionics maintenance trainer was acquired by ASC's Training Systems Product Group through foreign military sales for one of 9 allies that fly the F-16.

## Area

8,262 acres.

## Tenants Include

ASC supports more than 125 organizations at Wright-Patterson AFB and other U.S. locations. At Wright-Patterson, these include Headquarters Air Force Materiel Command; Air Force Research Laboratory; Air Force Institute of Technology; 445th Airlift Wing (AFRC); C-141s; United States Air Force Museum; Air Force Security Assistance Center and National Air Intelligence Center.

## Budget

\$8.6 billion

## Web address

<http://www.asc.wpafb.af.mil>



Air Force • 311th HSW

From left, Senior Airman Mellan Pinto, McClellan Air Force Base, Calif.; Tech. Sgt. James Cleaveland, Mountain Home AFB, Idaho; and Senior Airman Melinda Quigley, Charleston AFB, S.C., check air samples for nerve, blister, blood and vapor agents during a Bioenvironmental Engineering Nuclear, Biological, Chemical Operations Course at the U.S. Air Force School of Aerospace Medicine at Brooks AFB, Texas.

## The advocate for Integrating and maintaining the human in Air Force systems and operations.

### Responsibilities

The 311th Human Systems Wing at Brooks Air Force Base, Texas, is the human systems arm of the Aeronautical Systems Center, Wright-Patterson Air Force Base, Ohio.

The wing produces human-centered products that improve readiness and war-fighting of Air Force and Department of Defense weapons and support systems.

The 311th improves combat effectiveness and peacetime operational efficiency by balancing human performance and managing health and safety risks.

The wing executes more than 140 technology acquisition and sustainment programs and trains 7,000-plus aero-medical people annually.

### Area

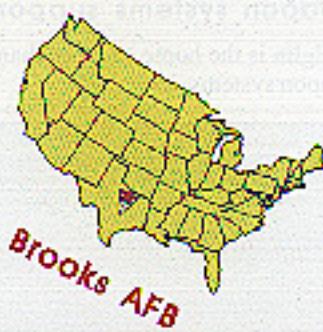
1,310 acres

### Budget

\$1.12 million

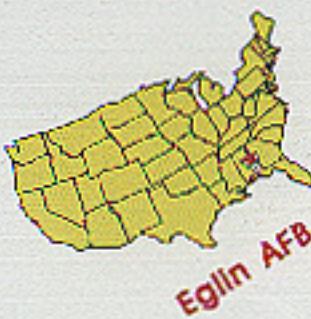
### Tenants include

- Air Force Research Laboratory
- Air Force Center for Environmental Excellence
- Air Force Outreach Program Office



### Web address

<http://www.brooks.af.mil>



### Responsibilities

The Air Armament Center at Eglin Air Force Base, Fla., serves as the focal point for all Air Force armaments. It applies advanced technology, engineering and programming efficiencies across the entire product life cycle to provide superior combat capability to the war fighter.

The center plans, directs and conducts test and evaluation of U.S. and allied air armament, navigation and guidance systems and command and control systems. It operates two air force installations, providing host support to Eglin AFB and Kirtland AFB, N.M., and supports the largest single-base mobility commitment in the Air Force.

AAC accomplishes its mission through four components: The Armament Product Directorate, the 46th Test Wing, and the 96th Air Base Wing, all at Eglin, and the 377th Air Base Wing at Kirtland.

### Weapon systems supported

Eglin is the home to more than 40 weapon systems, including:

**R**esponsible for development, acquisition, testing, deployment and sustainment of all air-delivered weapons.



Air Force • AAC

F-16s cruise the skies over Eglin Air Force Base, Fla. The base is the largest military installation in the Department of Defense.

AGM-130 (attack guided munition), AIM-120 AMRAAM (advanced medium range air-to-air missile), GBU-15 (air-to-ground weapon), GBU-28 (bunker buster), GBU-97/B Sensor Fuzed Weapon (aircraft delivered), and JDAM (joint direct attack munition).

### Area

More than 724 square miles of land area and more than 23,000 square miles of water ranges for testing and training.

### Tenants include

Eglin is home to more than 50 tenant associate units, to include the 33rd Fighter Wing (ACC), F-15; the 53rd Wing (ACC), F-15, F-16 and the 919th Special Operations Wing (AFSOC).

### Budget

\$825 million

### Web Address

<http://www.eglin.af.mil>



Air Force • AAC

A BLU-113 missile pierces its target during weapons testing at Eglin Air Force Base, Fla.



Air Force • 377th ABW

A member of the 377th Fire Protection Branch at Kirtland Air Force Base, N.M., takes aim with a fire hose during an exercise.

**P**rovides world-class munitions maintenance, readiness and base operating support.

#### Responsibilities

The 377th Air Base Wing at Kirtland Air Force Base, N.M., operates the only two critical asset depots in the United States for the Air Force.

As a unit of the Air Armament Center, MacDill AFB, Fla., the 377th supplies several hundred fully trained people for worldwide contingencies.

The wing provides security, legal, medical, fire response, personnel management, facility and utility management, housing, food service, chapel service, recreational, supply, airfield management and a myriad of community support activities for active duty, retired and civilian employees.

#### Area

52,678 acres

#### Tenants include

The 377th Air Base Wing provides support to nearly 200 tenant units, to include the Air Force Operational Test and Evaluation Center; Sandia National Laboratories; Air Force Research Laboratory; Department of Energy's Albuquerque Operations Office; Headquarters Air Force Inspection Agency; Headquarters Air Force Safety Center; the Naval Air Warfare Center Weapons Division; the Nuclear Weapons Integration Division; the Space and Missile Systems Center - Test and



Evaluation (AFMC); the Army Big Crow Program Office; the 150th Fighter Wing (ANG); F-16C/D and the 58th Special Operations Wing (AFSOC); MH-130P/H, MH-53, HH-60.

#### Budget

\$507 million

#### Web address

<http://www.kirtland.af.mil>

# Space and missile systems center



## Responsibilities

The Space and Missile Systems Center at Los Angeles Air Force Base, Calif., strengthens the nation's security by providing integrated, affordable systems for the control and exploitation of air and space.

SMC has operating sites throughout the country, including Det. 9 at Vandenberg AFB, Calif.; Det. 11 at Colorado Springs, Colo.; and Det. 8 at Cape Canaveral, Fla.

The center manages several programs designed to detect and destroy enemy missiles. It works closely with Air Force Space Command, Peterson AFB, Colo., the prime user of military space systems.

SMC maintains communications and data-handling operations with the Air Force satellite control network at Space Command's Shriever AFB, Colo., and Onizuka Air Station, Calif., and is the parent center of the Space and Missile Test and Evaluation directorate, Airborne Laser system program office and the host unit at Kirtland AFB, N.M.

SMC assists Space Command in satellite tracking, data acquisition and command and control.

## Area              Budget

112 Acres at Los Angeles AFB;	\$2.68 billion
127 acres at Fort MacArthur military housing annex.	

## Weapon systems supported

Atlas I, Delta II, Inertial Upper Stage, Titan II and IV, NAVSTAR Global Positioning System, Defense Satellite, Evolved Expendable Launch Vehicle, Space-Based Infrared System, Milstar, Defense Meteorological Satellite Program, Airborne Laser Program test and evaluation, satellite and launch control and Global Broadcast System. Also supported are military missions on the space shuttle.

## Web address

<http://www.lasaf.mil>

**R**esponsible for research, development, acquisition and on-orbit testing of military space and missile systems.



A Lockheed Martin Titan IV, the heaviest launch vehicle that Space and Missile Systems Center at Los Angeles Air Force Base, Calif., procures, lifts off from Cape Canaveral Air Station, Fla.

Air Force • AGC

**T**he center responsible for development and acquisition of command and control systems.

### Responsibilities

The Electronic Systems Center at Hanscom Air Force Base, Mass., supports engineering, sciences, computer technology, business management, logistics and intelligence.

Among the state's major employers, its budget is the fourth largest in Massachusetts.

ESC's electronics and computer technology is responsible for systems that have been at the heart of the nation's defense for decades.

The center's research and development components include the Air Force Research Laboratory's Space Vehicles and Sensors Directorate, a Hanscom AFB tenant that studies the aerospace environment and its effect on military systems.

### Weapon systems supported

Joint Surveillance and Target Attack

Radar System (JSTARS)

### Area

846 acres

### Tenants include

The Air Force Research Laboratory's Space Vehicles and Sensors Directorate.

### Geographically separated units

- The 38th Engineering Installation Wing, Tinker AFB, Okla., provides integrated communications and computer systems and services both before and during war and in peacetime.

- The Cryptologic Systems Group, Kelly AFB, Texas, is responsible for acquiring and sustaining all Air Force cryptologic assets.

- Standard Systems Group, Gunter Annex Maxwell AFB, Ala., provides cradle-to-grave support for all Air Force



standard computer and communications systems.

- Materiel Systems Group, Wright-Patterson AFB, Ohio, provides critical information systems, giving necessary logistical support to Air Force units.

### Budget

\$2.3 billion

### Web address

<http://www.hanscom.af.mil>



The system program office for the E-8 Joint Surveillance and Target Attack Radar System (JSTARS), is located at Hanscom Air Force Base, Mass.

AIR FORCE • ESC

# air force research laboratory

**D**efends America by unleashing the power of innovative technology.

## Responsibilities

The Air Force Research Laboratory, whose headquarters are located at Wright-Patterson Air Force Base, Ohio, discovers, develops, integrates and delivers affordable technologies for improved war-fighting capabilities by leading a partnership of government, industry and academia.

The laboratory is responsible for the Air Force's annual \$1.2 billion science and technology program, including the full spectrum of Air Force basic research, exploratory development and advanced development.

Overall, the lab is responsible for planning basic research to ensure continued technological superiority; developing and transitioning new technologies for Air Force weapon systems and their supporting infrastructure and ensuring responsive technical support for urgent problems whenever and wherever they occur.

The laboratory is the Air Force's manager for

technology transfer to, and exchange with, civilian enterprises. It's also the Air Force manager for the Small Business Innovation Research, Dual Use, Science Fair and Independent Research and Development programs. In addition, the lab operates a technology information hotline, "Tech Connect" (1-800-203-6451), that responds to internal and external requests for technology research and assistance.

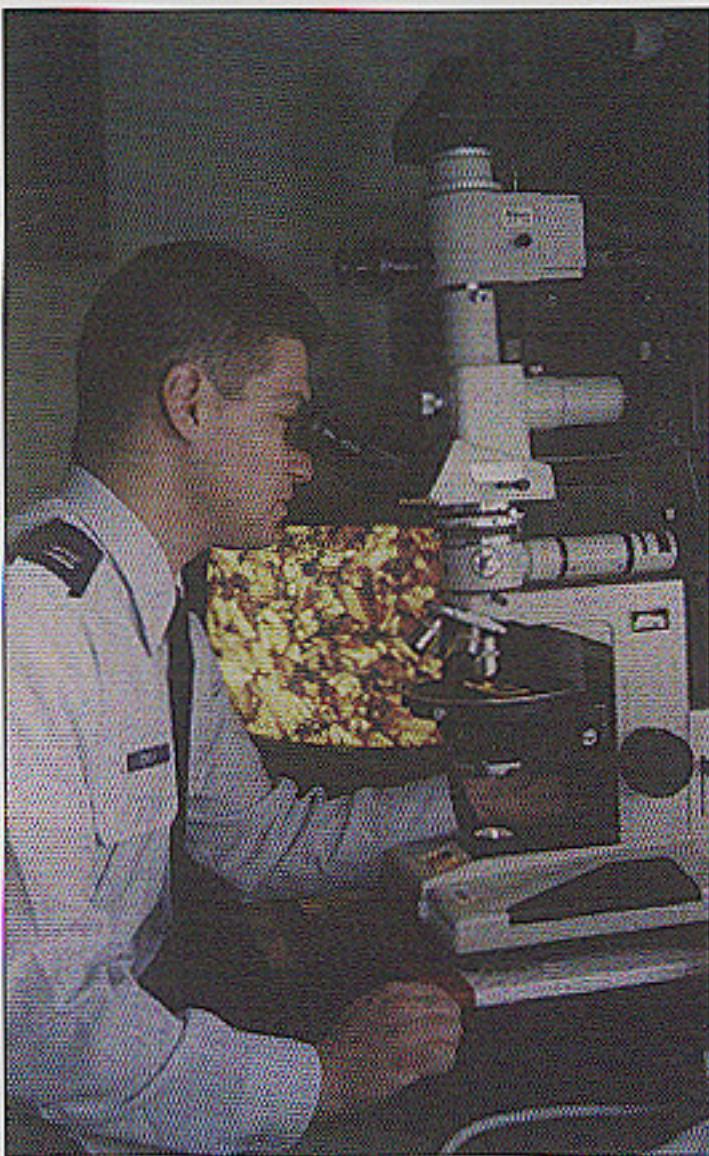
The lab is organized along nine technology disciplines. Located throughout the United States, plus an office for managing national and international basic research. Each discipline is assigned to a single directorate, with the responsibility to perform, procure and synthesize basic research, exploratory technology development and advanced technology development in that research area.

## Budget

\$2.3 billion

## Web address

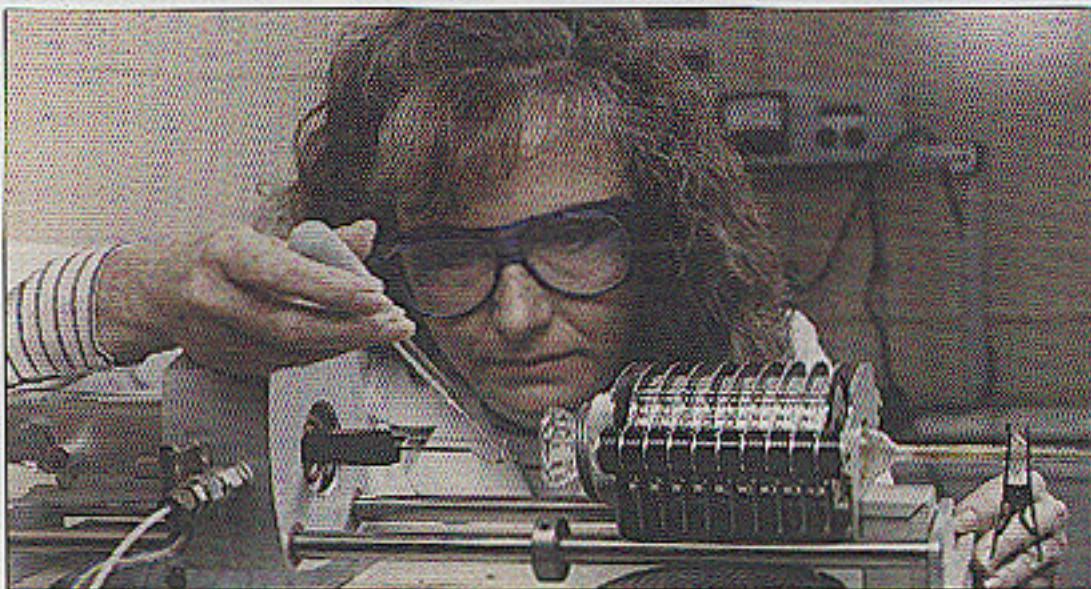
<http://www.afrl.af.mil>



Air Force • AFRL

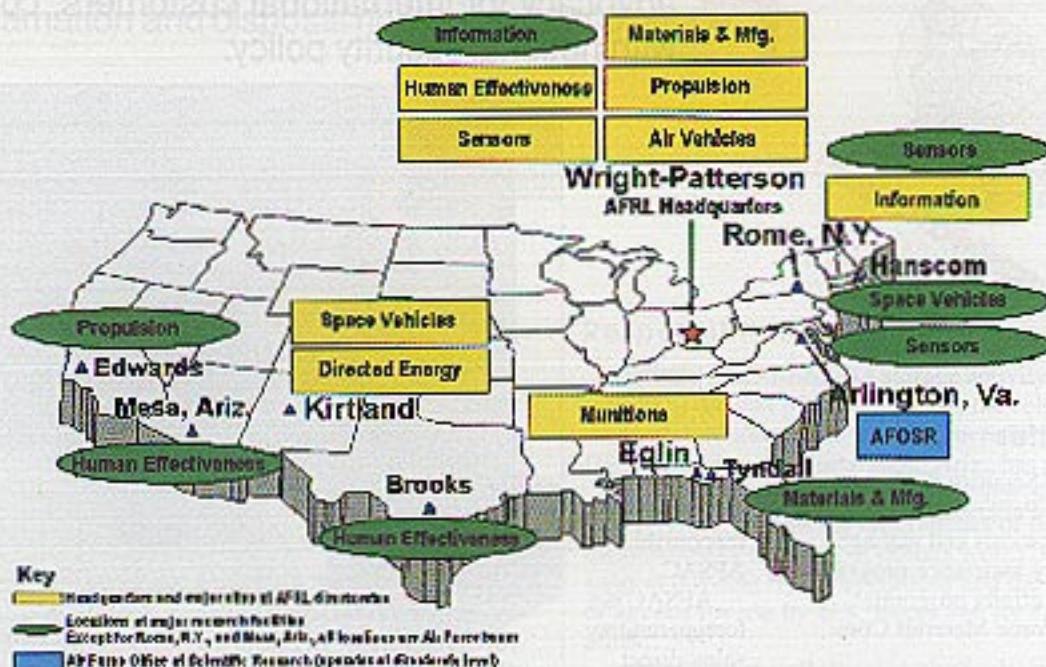
Capt. Mike DeRosa takes a microscopic look during experimental research on the processing of liquid crystal materials.

**Ms. Lois Gschwendner,**  
Air Force Research  
Laboratory Materials  
and Manufacturing  
Directorate, loads a  
new lubricant  
sample into a  
thermogravimetric  
analysis instrument to  
measure its volatility.



Air Force • AFRL

## Air Force Research Laboratory spans the continent



### Air Vehicles Directorate —

Headquartered at Wright-Patterson Air Force Base, Ohio, leads the effort to deliver the best air vehicle technologies for aerospace dominance against all threats. Research in aeronautical sciences, aerospace structures and control technology is directed toward sustainment and enhancement of the current fleet, enabling technologies for uninhabited air vehicles and technologies for trans-atmospheric vehicles for the space and air force of the future.

### Directed Energy Directorate —

Headquartered at Kirtland AFB, N.M., develops moderate and high power laser devices, high-power electromagnetic weapons and countermeasures and high-resolution optical imaging. Its focus areas include pulsed power, nonlinear optics, and target effects and vulnerabilities.

### Human Effectiveness Directorate —

Headquartered at Wright-Patterson AFB, Ohio, develops technologies for improving the productivity of the warfighter during the battle, in high-threat, information-saturated environments. Its focus areas include better training, protective equipment and seamless interfaces between human operators and weapon systems.

### Information Directorate —

Headquartered at Rome, N.Y., develops

information technologies for aerospace command and control, and its transition to air, space and ground systems. Its focus areas include a broad spectrum of information and fusion, communication, collaborative environments, modeling and simulation, defensive information warfare and intelligent information systems technologies.

### Materials and Manufacturing Directorate —

Headquartered at Wright-Patterson AFB, Ohio, develops materials, processes and advanced manufacturing technologies for use in aircraft, spacecraft, missiles, rockets and ground-based systems. It also develops improved or new environmental and air base infrastructure technologies and provides quick-reaction support to help solve materials-related issues on new or operational aircraft.

### Munitions Directorate —

Headquartered at Eglin AFB, Fla., develops technologies to defeat fixed or mobile air and space targets. Its focus areas include warheads, fuses, explosives, seekers, image and signal processing, navigation and control, assessments, and subsystem integration.

### Propulsion Directorate —

Headquartered at Wright-Patterson AFB, Ohio, develops technologies for air and space vehicles, including turbine

and rocket engines, advanced propulsion systems, and their fuels and propellants. Its focus areas include most forms of aerospace power technology.

### Sensors Directorate —

Headquartered at Wright-Patterson AFB, Ohio, develops sensors for air and space reconnaissance, surveillance, precision engagement and electronic warfare. Its focus areas include radar, active and passive electro-optical systems, navigation aids and automatic target recognition.

### Space Vehicles Directorate —

Headquartered at Kirtland AFB, N.M., develops technologies for effective and affordable space vehicles, launch vehicles and space concepts in support of America's aerospace forces. Its focus areas include the battle environment of space, space vehicle control, space-based sensing, war-gaming and protection of space assets.

### Air Force Office of Scientific Research —

Headquartered at Arlington, Va., manages the entire Air Force's basic research program. Its technical experts sponsor and direct basic research conducted in the nation's universities, industry and government agencies. To leverage international research, it operates offices in Europe and Asia.

# air force security assistance center



## Responsibilities

The Air Force Security Assistance Center at Wright-Patterson Air Force Base, Ohio, implements and manages Air Force security assistance programs and international affairs programs assigned to Air Force Materiel Command.

The center integrates customer's security assistance and international cooperative programs and influences Department of Defense acquisition and sustainment processes.

Providing innovative logistics solutions, ensuring effective use of financial resources and staffing AFMC

**P**rovides command country management and advocacy for international customers, consistent with national security policy.



Air Force - AFSAC

*Presented to the Air Force Security Assistance Center at Wright-Patterson Air Force Base, Ohio, by the foreign liaison officers in 1995, this painting depicts the countries AFSAC supports.*

## Weapon systems supported

C-47, C-118, C-119, A-37, C-123, T-33, T-37, C-7, F-100, F-104, T-38, A-7, C-130, F-111, T-38, F-4, F-5, F-15, F-16, B-52 and AWACS 767.

## Budget

\$6.6 million

## Web address

<http://afsac.wpath.af.mil>



Air Force - AFSAC

Planes from Norway, the United States, Belgium, Denmark and the Netherlands fly over Bastogne, Belgium, the site where the "Battle of the Bulge" took place during World War II.

**S**upporting the customers' storage, regeneration, reclamation and disposal needs in war and peace.



Air Force • AMARC

Mr. Petronillo "Nito" Alvarado sprays sealant on the doorway of a cargo aircraft at the Aerospace Maintenance and Regeneration Center located at Davis-Monthan Air Force Base, Ariz.



#### Responsibilities

Initially established as a storage activity for surplus aircraft at the end of World War II, the role of the Aerospace Maintenance and Regeneration Center at Davis-Monthan Air Force Base, Ariz., has grown.

Today's mission includes the storage of approximately 4,700 aircraft for all branches of the military, the reclamation of millions of dollars worth of parts to support ongoing flying operations and the regeneration of aircraft for use by U.S. forces and for sales to U.S. allies.

AMARC is the elimination site for heavy bombers under the Strategic Arms Reduction Treaty and thus far, has successfully planned, managed and supervised the elimination of 260 B-52 aircraft.

#### Weapon systems supported

More than 70 different model, design and series aircraft are in desert storage.

#### Area

Located in Tucson, Ariz., AMARC is a tenant organization on Davis-Monthan AFB. AMARC's 12 miles of fence-line encompasses a 2,600 acre site.

#### Budget

\$68 million

#### Web address

<http://www.dmaf.mil/amarc/default.htm>



Navy P-3's sit in desert storage at the Aerospace Maintenance and Regeneration Center, Davis-Monthan Air Force Base, Ariz.

## air force reserve and air national guard

**P**rovides trained individuals and units to accomplish tasks in support of national objectives, peacetime missions and mobilization readiness.



Air Force

Air Force Reserve Tech. Sgt. José A. Rivera, assigned to the Component Repair Squadron at Edwards Air Force Base, Calif., works on a helicopter.

**Air Force Reserve (AFMC)**

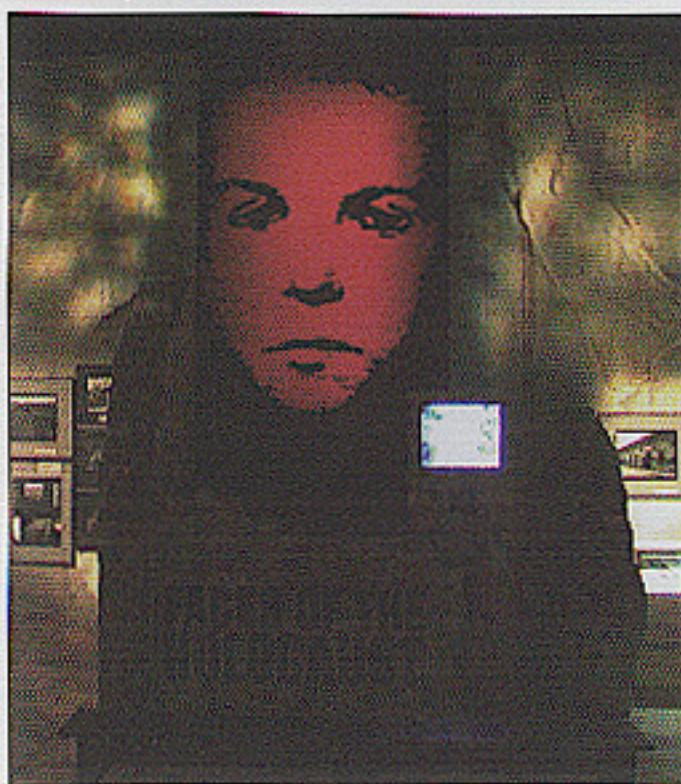
Individual Mobilization Augmentee members command wide: 2,465 officer/enlisted positions authorized 2,402 assigned

Unit	Officer	Enlisted
Brooks — 311th HSW	12	26
Edwards — AFFTC	71	72
Eglin — AAC	57	114
Hanscom — ESSC	55	45
Hill — OO-ALC	86	305
Kelly — SA-ALC	80	169
Los Angeles — SMC	57	3
McClellan — SM-ALC	68	104
Robins — WR-ALC	89	193
Tinker — OC-ALC	73	162
Davis-Monthan — AMARC	11	1
Wright-Patterson — HQ AFMC	99	21
Wright-Patterson — ASC	172	62
AIRL	189	6
Total:	1,119	1,283

**Air National Guard (AFMC)**

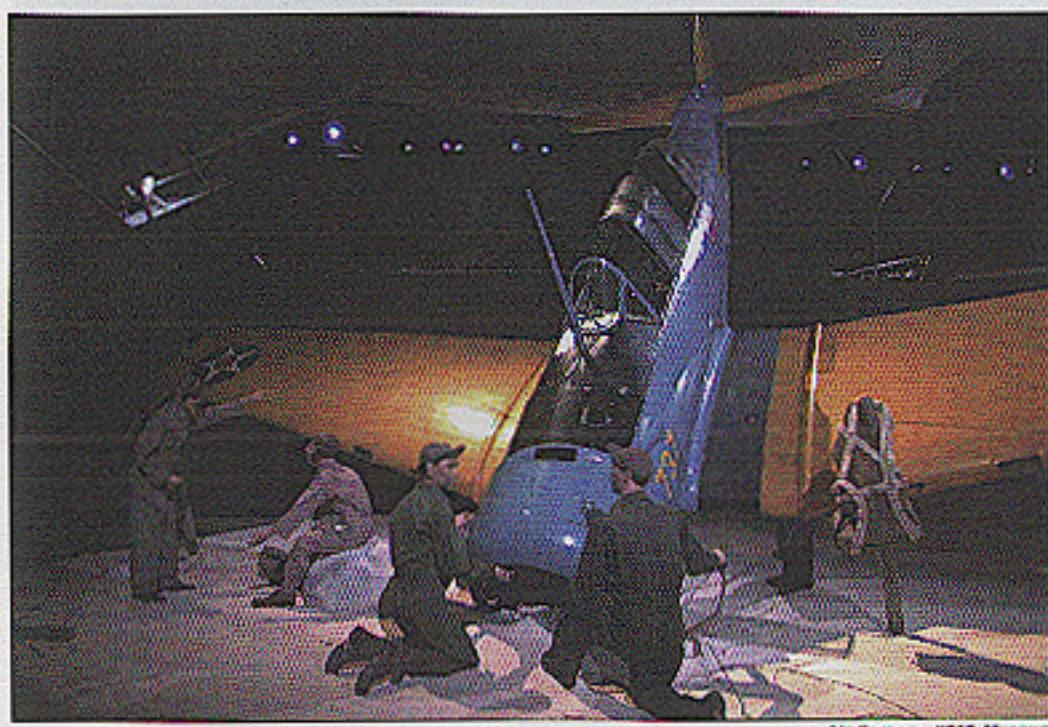
Unit	Officer	Enlisted
130th EIS — Salt Lake City, Utah	12	132
202th EIS — Macon, Ga.	6	120
205th EIS — Oklahoma City, Okla.	11	145
210th EIS — Minneapolis, Minn.	8	97
211th EIS — Annville, Pa.	6	110
212th EIS — Worcester, Mass.	9	115
213th EIS — Roslyn, N.Y.	9	103
214th EIS — New Orleans, La.	9	126
215th EIS — Everett, Wash.	10	131
216th EIS — Hayward, Calif.	10	104
217th EIS — Chicago, Ill.	8	112
218th EIS — St. Louis, Mo.	9	109
219th EIS — Tulsa, Okla.	11	109
220th EIS — Zanesville, Ohio	10	126
241th EIS — Chattanooga, Tenn.	7	101
243th EIS — South Portland, Maine	6	115
270th EIS — Willow Grove, Pa.	8	112
272th EIS — LaPorte, Texas	9	97
273th EIS — Beaumont, Texas	10	95
Total	168	2,159

**P**reserves American heritage and provides a showcase of U.S. Air Force achievements and accomplishments.



"Prejudice and Memory: A Mobile Holocaust Exhibit," on display through August 1999, features photographs, unique artifacts from concentration camps, first-hand accounts, letters and a concentration camp uniform.

Air Force • USAF Museum



A flying school cadet braked too hard while attempting to taxi a T-9, as shown in an exhibit at the United States Air Force Museum, Wright-Patterson AFB, Ohio.

### Responsibilities

Preserving the rich heritage of American aviation and showcasing Air Force achievements, the U.S. Air Force Museum at Wright-Patterson Air Force Base, Ohio, enables visitors to experience nearly 100 years of aviation history.

The museum's exhibits and displays tell how the Wright Brothers invented the airplane and show the progression of technology until the latest tactical fighter in air dominance, the YF-22.

It is the world's largest and oldest military aviation museum. More than 61,000 hours were donated in 1998 by volunteers from Ohio, Indiana, Illinois and Kentucky, as well as from Colorado and California.

More than 1,600 special events and educational outreach programs reached more than 146,000 people in 1998.

The museum will host many major special events throughout 1999 including: The USAF Marathon, Giant Scale Radio Control Fly-in, Holocaust exhibit, Annual Kite Festival and numerous other exhibit openings and aircraft rollouts.

Annually, the museum has more than one million visitors.

### People

Civilians	87
Volunteers	400+
Total	480+

### On Display

More than 300 aircraft and missiles.

More than 10 acres of indoor displays.

Memorial park with nearly 400 statuary memorials and plaques.

IMAX theatre with a six-story screen, six-channel, four-way sound system and seating capacity of 500.

### Admission

Free admission and parking; open daily 9 a.m. to 5 p.m. (Closed Thanksgiving, Christmas and New Year's Day).

### Web address

<http://www.wpafb.af.mil/museum/>



**S**upports the global Air Force mission in war and peace by fostering national heritage and providing professional musical products and services for official military, recruiting and community relations events.

#### Responsibilities

The United States Air Force Band of Flight at Wright-Patterson Air Force Base, Ohio, and the United States Air Force Band of Liberty at Hanscom AFB, Mass., provide professional musical products and services in their geographic area of responsibility as needed to support Air Force and Air Force Materiel Command objectives.

#### People

Band of Flight	Band of Liberty
Active Duty	60
Officers	2
Enlisted	58
Civilian	1
Total	61

#### Performing Units

**Band of Flight**  
Night Flight Jazz Ensemble  
Huffman Prairie Winds woodwind quintet  
Systems Go popular music combo

#### Wright Brass quintet

Contemporary Clarinet quartet  
Concert Band  
Ceremonial Band  
Marching Band  
Protocol Combos  
Individual Musicians

#### Band of Liberty

Ambassador Jazz Ensemble  
New Horizons popular music combo  
Colonial Brass quintet  
New England Winds woodwind quintet  
Ceremonial Band  
Marching Band  
Protocol Combos  
Individual Musicians

#### 1998 Performances

**Band of Flight**  
More than 500  
600,000 live audience

**Band of Liberty**  
400

2.5 million live audience

#### Area of responsibility

##### Band of Flight

Ohio, Indiana, Kentucky, Michigan, West Virginia and parts of Pennsylvania and Maryland, comprising a population of more than 40 million, which is more than 15 percent of the nation's population.

##### Band of Liberty

New England, Maine, Vermont, New Hampshire, Connecticut, Rhode Island and New York, comprising more than 114,000 square miles and a population of more than 31 million people.

#### Web address

##### Band of Flight

<http://www.afmc.wpafb.af.mil/public/HQ-AFMC/PA/band>

##### Band of Liberty

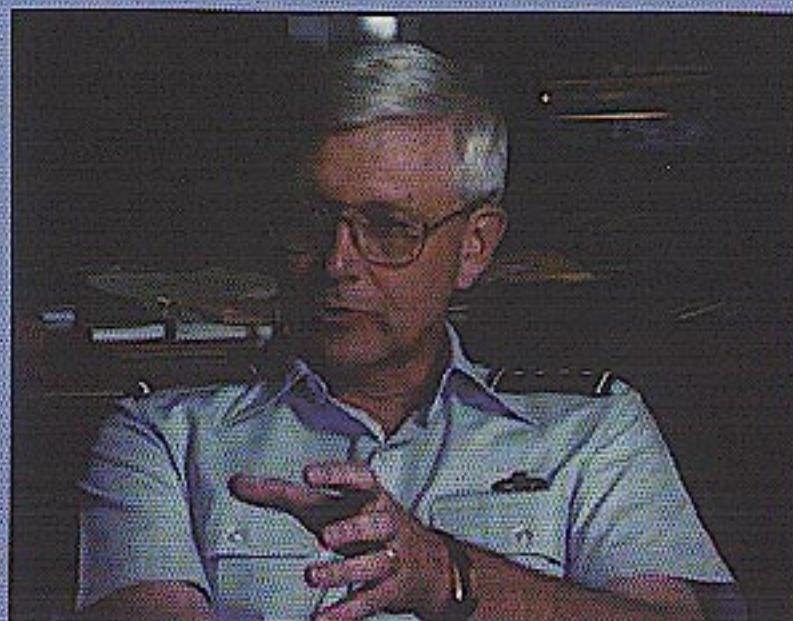
<http://www.hanscom.af.mil/ESC-BA/>

*Bandsman from the largest component of the Band of Flight, the concert band, at Wright-Patterson Air Force Base, Ohio, play contemporary music during a performance.*



Air Force

# From the commander



Mr. Mark Pridgeon - 88th CG Multimedia Center

*"This command must change. Why? Because the Air Force we support is changing.*

*This command must improve its performance: more responsiveness, better quality, lower costs. Why? Because others know we can, and more importantly, we know we can.*

*We will be judged by others: those we support. They will judge us only on what we achieve, not on what we promise."*

—General George T. Babbitt

## AFMC: a command to be proud of

- AFMC develops, delivers and sustains the most advanced aerospace vehicles, armament and equipment in the world.
- AFMC provides the training, tools and environment that enable its work force to excel.
- AFMC research and development programs are essential to sustaining the United States as a strong military and economic power.
- AFMC uses proven business practices to continually enhance the excellence of its products and services.
- AFMC protects America's investment in its installations through responsible stewardship of facilities, equipment and natural resources.

