

SIXTEENTH AIR FORCE (AIR FORCES CYBER)



LEGACY 2021

Emblems



The Institute of Heraldry approved the Sixteenth Air Force emblem on 4 April 1958 (left). The design reflected the arrangement used by other Numbered Air Forces (NAF), prominently displaying large numerals in the foreground, with simple stylistic elements to the rear. Each color and element of the shield held specific meaning and significance to the newly-formed Sixteenth Air Force (16 AF). The star-spangled light blue Strategic Air Command (SAC) ribbon over a shield of the Air Force colors, ultramarine blue bordered Air Force golden yellow, symbolized the extension of air power into space, thus portraying the changing and expanding future of the Air Force, SAC, and the 16 AF. The golden yellow "16" signified quality in the techniques of warfare as well as dedication of effort on the part of the officers and airmen of the organization.

The organization chose to modify the emblem in 2003, simply deleting the light blue color of the ribbon to create the current emblem (right). The significance statement also changed to reflect the contemporary mission of the NAF. Ultramarine blue and Air Force yellow are the Air Force colors. Blue alludes to the sky, the primary theater of Air Force operations. Yellow refers to the sun and the excellence required of Air Force personnel. The bend (sash) bordered in white indicates the adherence to the unit mission. The stars signify the high quality of the rank and file within the organization. The large numerals "16" show pride of performance.



Organizations need visible, enduring symbols in the form of emblems to promote esprit de corps, morale, and a sense of heritage.

Following activation on 11 Oct 2019, the Sixteenth Air Force (Air Forces Cyber) became a Component Numbered Air Force (C-NAF), and was authorized a second emblem to reflect its component status under a unified command. The organization assumed the pre-existing Air Forces Cyber component emblem (below left) formerly held by the Twenty-Fourth Air Force. Like all emblems, the Air Forces Cyber shield portrays symbols representative of the C-NAF's component mission.



Ultramarine blue and Air Force yellow are the Air Force colors. Blue alludes to the sky, the primary theater of Air Force operations. Yellow refers to the sun and the excellence required of Air Force personnel. The globe represents the worldwide theater of cyber operations. The combination of the star and lightning flashes represents yesterday's history with today's innovation and connects AFCYBER to the Sixteenth Air Force. The three wavy threads connect AFCYBER to United States Cyber Command and represent the three missions of the United States Air Force -- air, space and cyberspace.



Above: 16 AF subordinate Wing emblems, each with their own unique symbols and significance.

Table of Contents

Emblems	1
16 AF – The Early Years	3
A Period of Trials and Dual-Hatted Responsibilities	6
16 AF Receives a Wartime Mission	8
The Drums of War	12
Expeditionary Era	14
Rebirth - Information Warfare NAF	19
16 AF (AFCYBER) Subordinate Wings	20
16 AF Commanders	22
16 AF (AFCYBER) Command Chiefs	25
Organizational Awards	26
Motto and Chant	26



16 AF – The Early Years

On 20 May 1954, Headquarters, United States Air Force (USAF) established the Joint United States Military Group (JUSMG), Air Administration in Madrid, Spain. That organization briefly had a mission to administer Air Force personnel on duty with JUSMG and to provide administrative jurisdiction over U.S. Air Force personnel in Spain. Additionally, the JUSMG implemented the U.S.-Spanish Defense Agreement to construct and operate air bases in Spain.

By 1956, the Air Force realized it needed a different type of unit to operate several Strategic Air Command (SAC) bases in Spain. That idea led the Air Staff to redesignate JUSMG as Sixteenth Air Force (16 AF) on 16 July 1956. The new 16 AF reported directly to the Chief of Staff of the Air Force (CSAF) as a Special Operating Agency to continue the JUSMG's same basic mission.

Major General August W. Kissner, the first JUSMG Commander, became the first 16 AF Commander with the redesignation. The Numbered Air Force (NAF) assumed control over each new SAC base when it neared completion. On 14 February 1956, Zaragoza Air Base (AB) activated first under JUSMG, but later continued under 16 AF. Next, Morón and Torrejón Air Bases became operational on 1 June 1957. That action led the Air Force to reassign 16 AF to SAC on 1 July 1957, and the NAF took over management responsibilities from its headquarters in downtown Madrid. Then on 1 February 1958, 16 AF moved to Torrejón, and its bases became fully operational shortly thereafter. Three months later on 29 May 1958, SAC deployed B-47s to Zaragoza for the *Operation REFLEX* rotational alert program, and more alert bombers deployed to Morón and Torrejón in July 1958.



*Maj Gen August Kissner
Commander, 16 AF
1956- 1957*



16 AF sign at Torrejón AB outside Madrid, Spain

The division guided SAC activities at Ben Guerir AB (near Marrakesh), Sidi Slimane AB (near Rabat), and Nouasseur AB (near Casablanca). The Moroccan bases hosted SAC rotational bomber units since 1951, but in July 1957 Sidi Slimane AB gained the B-47 *REFLEX* alert mission, followed by Ben Guerir and Nouasseur in February 1958.

Earlier, on 8 April 1957, 16 AF also gained the 65th Air Division (Defense) at Torrejón. The air division controlled seven sites with Aircraft Control and Warning System (ACWS) airplanes and three fighter interceptor squadrons to provide air defense for Spain. In July 1960, the 65th transferred to Headquarters United States Air Forces in Europe (USAFE). The 16 AF then assumed command over SAC units and bases in Morocco in early 1958 through a new subordinate unit, the 4310th Air Division.



The B-47 Stratojet played an important role in Operation REFLEX during the late 1950s.

The American relationship with Morocco became troubled in 1956, when the protectorate gained its independence from France. Moroccan King Mohammed V subsequently demanded the withdrawal of U.S. military forces in his country. President Dwight D. Eisenhower met with the King in November 1957 agreed to close those bases by late 1963. As promised, the bases closed in December 1963. In the meantime, with its *REFLEX* forces in Spain, Morocco, and England, 16 AF helped the U.S. deter the Soviets during the 1961 Berlin crisis and again during the 1962 Cuban Missile Crisis. Until 1965, 16 AF supported and conducted SAC strategic operations from Spain and Morocco. Additionally, the NAF had ground detachments between Spain and Adana, Turkey, while maintaining operational control over B-52 Stratofortress and B-58 Hustler airborne alert missions with support from rotational KC-135 Stratotankers at its bases.



President Eisenhower and Moroccan King Mohammed V, Nov 1957



“The only way of insuring the survival of some of SAC’s combat capability, even in the case of the most unexpected and massive attack, is our Alert Force.”

General Thomas S. Power, CINCSAC 1 Jul 1957-30 Nov 1964

The 16 AF also renegotiated an agreement with Spain to keep its Spanish bases. Additionally the U.S. agreed to provide a wing of F-104 fighters to the Spanish Air Force. Facing significant budget cuts, USAFE turned the entire Spanish air defense system over to the Spanish Air Force on 1 July 1964. Similarly, SAC closed its B-47 *REFLEX* operations at Zaragoza on 29 May 1964; Torrejón on 31 March 1965; and Morón on 1 April 1965. By late 1965, 16 AF had its peacetime mission responsibilities greatly reduced; however, the NAF’s Spanish bases kept an important status in wartime operational plans. For instance, 16 AF operated KC-135 tankers from Torrejón to refuel airborne alert B-52s and B-58s over Europe.

On 15 April 1966, the Air Force reassigned 16 AF from SAC to USAFE. That change brought the 401st Tactical Fighter Wing with its F-100 Super Sabres to take command over Torrejón AB and to assume the North Atlantic Treaty Organization (NATO) alert commitment at Incirlik AB, Turkey. In April, USAFE placed Zaragoza AB in a modified “caretaker” status,

while Morón became an active training base. The assignment to USAFE expanded the 16 AF area of responsibility to include the Iberian Peninsula, the Balearic Isles, Morocco, and the Canary Islands. With the 1968 Soviet buildup in the Mediterranean area, USAFE reorganized the unit structure in NATO’s southern region. That change gave 16 AF command over the Turkish-U.S. Logistics Group (TUSLOG) and USAFE units in Greece and Turkey. A year later on 1 April 1969, 16 AF gained full command responsibility over USAFE units in Greece, Italy, Libya, Spain, and Turkey.



Mediterranean Area of Responsibility

In December 1968, 16 AF gained Wheelus AB, Libya, which made the NAF USAFE's training range manager in the Mediterranean area. The 16 AF control over the Wheelus operations, however, came to an abrupt end in September 1969 when radical Libyan officers overthrew the government of King Idris I. When that junta told the U.S to withdraw its forces from Libya, 16 AF enacted a rapid drawdown by inactivating the 7272d Flying Training Wing and closing Wheelus on 11 June 1970 (See photo, right).

With the loss of the Libyan training range, USAFE asked Spain about using the Bardenas Reales Range near Zaragoza AB. Spain agreed to USAFE's proposal, and as a result the command returned Zaragoza to active status. On 1 July 1970, USAFE activated the 406th Fighter Training Group at Zaragoza, and it later became a wing on 15 July 1972.



Entry gate at Zaragoza Air Base

A program to reduce the costs and forces in Europe in 1968 led USAFE to relegate Morón AB to standby status on 1 January 1970, which ended the deployments of tactical reconnaissance aircraft to that base. Besides the Zaragoza Weapons Training Site (WTS), 16 AF also had Decimomannu AB on Sardinia Island with access to the Italian Air Force's Capo Frasco Range and the Turkish Air Force gunnery range at Konya. The NAF's dependence on Spanish ranges highlighted the problem of continued use of Spanish bases. Although the



A C-141 Starlifter is loaded with moveable assets as part of USAF's evacuation of Wheelus, 1970.

basing agreement with Spain expired in 1968, the 16 AF continued to use the bases while the U.S. and Spain negotiated a new agreement. That effort produced the 9 August 1970 Agreement of Friendship and Cooperation (AFC), which covered renewable 5-year periods. For the use of Spanish bases, the U.S. gave Spain credits to buy a wing of F-4C Phantom II fighters in Project PEACE ALPHA and also modernized the Spanish air defense system in Project COMBAT GRANDE. Additionally, the AFC created a Joint Committee and a U.S and Spanish Joint Air Control and Coordination Center (JACCC). For the JACCC, USAFE activated an American segment within the Center on 15 October 1971 and assigned it to 16 AF.

During that period of change, the TUSLOG function endured significant reorganizations. Notably, on 10 September 1970, Headquarters TUSLOG lost its division status and became a detachment of Headquarters 16 AF. Bases were affected too. Those changes turned Cigili AB into a standby base with reassignment to the Turkish Air Force. The 7241st Air Base Group (ABG), or TUSLOG Det 118, managed Izmir Air Station (AS) with a mission to maintain war readiness material at Cigili and support NATO's 6th Allied Tactical Air Force and Land Forces Southeast Europe (LANDSOUTHEAST). The 39th Tactical Group (TACG) at Incirlik and the 7241st at Izmir were both assigned to 16 AF.

A Period of Trial and Dual-hatted Responsibilities

An Air Force effort to downsize intermediate command headquarters in 1972 affected 16 AF in two ways. First, several NAF functions transferred to USAFE, and second, that change reduced the NAF staff from 160 positions to 49. With those changes, the Commander-in-Chief (CINC) of USAFE (CINCUSAFE) gave 16 AF a new mission to be “the eyes and ears” over events in the Southern Region of Europe.

Throughout the 1970s, 16 AF faced the growing threat of Soviet influence in the Mediterranean and Middle East. To improve the West’s air power capabilities, USAFE restructured the 16 AF organization. In one major change, the CINCUSAFE named the 16 AF Commander, Lt Gen Richard H. Ellis, as the Allied Air Forces Southern Europe (COMAIRSOUTH) Commander with stationing at Naples, Italy. As his main task, General Ellis tried to improve NATO cooperation in wartime planning, base structuring, War Readiness Material and joint exercises. To handle his 16 AF duties, Ellis delegated his responsibilities for day-to-day operations to his Vice Commander, Maj Gen Sanford K. Moats.

Political and military events also impacted 16 AF in the late 1960s and early 1970s. Those events included the Arab-Israeli wars of 1967 and 1973, a Libyan coup in 1969, and the most serious event in July 1974, when Greek officers overthrew Cypriot President Makarios. The latter event led to an invasion by Turkish forces, and thus brought two NATO allies to the brink of all-out war. In response, NATO suspended its alert program in both countries, and the USAF temporarily removed its fighters from Turkey. Greece then left NATO, ended the U.S. Navy’s home porting, and demanded a renegotiation of U.S. basing rights. Turkey also took several actions after the U.S. Congress embargoed military assistance to that nation. Turkish actions suspended the 1969 Defense Cooperation Agreement, took over U.S. non-NATO installations, and restricted mail and customs support to U.S. personnel. In 1976, the U.S. negotiated new agreements with Turkey and Greece that went into effect during the Carter administration.



Allied Joint Force Command, Naples, Italy

On 20 November 1975, Generalissimo Francisco Franco, the Spanish dictator, died of old age. His death heralded in a year of hard bargaining over details in a new Treaty of Friendship and Cooperation. From 16 AF, Maj Gen Edwin W. Robertson II, the Vice Commander, acted as the U.S. representative on the negotiating team. The U.S. Congress and Spanish Cortes ratified the treaty, effective on 21 September 1976. Under the treaty, the U.S. continued its use of three air bases in Spain and a U.S. Navy base at Rota. Spain received in return money for arms purchases and improvements to its Air Control and Warning system. The USAF also moved SAC’s KC-135s from Torrejón, but got permission to place a five-aircraft rotational unit at Zaragoza. On 1 October 1976, the 306th Strategic Wing at Ramstein AB, Germany, assumed operational control of the Zaragoza KC-135 Tankers.

The year 1976 included two devastating earthquakes, the first during May in Northern Italy (below, left) with strong aftershocks through September and the second during November in Eastern Turkey (below, right). Units from 16 AF at Aviano and Incirlik provided disaster relief assistance.



Damage from the Friuli Earthquake, Italy



Damage from the Muradiye Earthquake in Eastern Turkey

In 1977, the dispute between Greece and Turkey continued to affect the 16 AF mission. While the relationship with Turkey remained sour, the U.S. and Greece resumed DCA talks on 23 April 1977, and that effort produced a new DCA three months later on 26 July. The icy issues with Turkey started to thaw in 1978, when the U.S. lifted its embargo, and the Turkish government then lifted the restrictions placed on U.S. personnel in Turkey.

Additionally in 1978, the Air Force announced a plan to inactivate the United States Air Force Security Service (USAFSS) in Europe (the inactivation did not occur, but instead the Air Force redesignated USAFSS as the Electronic Security Command). Under that plan, three support functions at three bases transferred from USAFSS to USAFE. That action gave the 16 AF air base groups at San Vito dei Normanni AS, Italy, and Iraklion AS, Crete.



In mid-1979, 16 AF worked on a concept plan to enhance its command role in wartime and contingency operations throughout Southern Europe. The 16 AF headquarters submitted that plan to USAFE in late 1980. In the meantime, the CINCUSAFE initiated studies to return full management responsibilities to its NAFs. For that study, 16 AF offered its suggestions. Under its expanded combat role, USAFE asked 16 AF to provide an on-scene commander for Exercise Proud Phantom in Egypt. The exercise allowed USAF forces to use Egyptian facilities to practice contingency operations in the Middle East. The 70th Tactical Fighter Squadron from Moody AFB, Ga., with their F-4Es became the first participant in Proud Phantom, which provided experience in deployments to austere locations. In return, the Egyptian Air Force learned to improve the operational readiness of its F-4 fleet.



70th Tactical Fighter Squadron F-4E Phantom II aircraft fly in formation during Exercise Proud Phantom'80.

16 AF Receives a Wartime Mission

On 1 July 1981, Maj Gen Robert W. Clement became the 16 AF commander; however, his assumption of command also signaled an end to the commander's dual-hatted responsibilities. General Clement lost his appointment as COMAIRSOUTH, but at that time USAFE made Clement the mission commander for all Southern Region exercises. In its plans for a Rapid Deployment Force, USAFE also redefined the 16 AF area of responsibility to include Greece, Italy, Portugal, Spain, and Turkey. Those changes redefined the 16 AF basic mission and further improved its combat capability in the Mediterranean area. The treaty of Friendship and Cooperation with Spain would have expired in September 1981; however, the U.S. and Spain extended the treaty another eight months to negotiate Spain's entry into NATO. In October 1981, the U.S. and Spain conducted the CRISEX-81 exercise. The highly successful event was the largest exercise in Spain to that date.



Spain became a member of NATO on 30 May 1982.

Meanwhile, the CINCUSAFE wanted to expand the peacetime and wartime involvement of his NAF commanders. That USAFE goal led to several new roles for its NAFs. The 16 AF commander gained courts-martial authority in 1981, which paved the way for his return from Naples to Torrejón. Also, USAFE gave 16 AF a task to receive, beddown, and support augmentation forces in the Southern Region. That task included a Combat Operations Staff (COS) for 16 AF on 15 January 1982. Other functions followed in July 1982, including a Plans Staff, a Logistics Readiness Center, and a Staff Judge Advocate. Then on 12 November 1982, the 16 AF staff also added an Engineering and Services officer. In another change, the NAF eliminated the cover plan for units in Turkey on 1 October 1982. At that time, all TUSLOG detachment cover name designations were replaced by actual unit names. That change led to an effort to upgrade Headquarters TUSLOG to an air division, which became official in September 1984.



The HQ TUSLOG emblem is symbolic of the unit and its mission and indicates that TUSLOG (winged amphora of USAFE) brings the essential requirement (wheat) to assigned personnel, giving the strength (lightning) for military defense and to maintain peace in this part of the world. The motto, *Sustineo Vires*, means "sustain the strength."

On 1 December 1983, the CINCUSAFE gave 16 AF its first wartime mission statement since its 1966 reassignment from SAC to USAFE. To bolster the NAF's warfighting capability, USAFE made 16 AF responsible for the Ground Launched Cruise Missile (GLCM) base at Comiso Air Station (AS), Sicily. The activation of the 487th Tactical Missile Wing at Comiso on 1 July 1983 gave NATO a significant increase in its deterrent capability. At Torrejón, the 401st Tactical Fighter Wing received F-16A/B aircraft to replace its aging F-4D fleet. A 401st squadron became fully operational with the F-16s on 1 October 1983.



A 612th Tactical Fighter Squadron F-16A

To implement a NAF enhancement program, USAFE transferred more responsibilities and people to 16 AF in 1984. In an effort to expand its peacetime and wartime mission planning, USAFE established the Southern Region Logistics Readiness Center (SRLRC) to delegate Southern Region logistics support to 16 AF. The command tested that concept during Exercise DENSE CROP 84. The year also brought a 10-man team from the National Air and Space Administration to evaluate Morón AB and Zaragoza AB as possible abort landing sites for U.S. Space Shuttle missions launched from the Kennedy Space Center in Florida. Morón, with its 12,000-foot runway, was selected as the primary abort landing site.

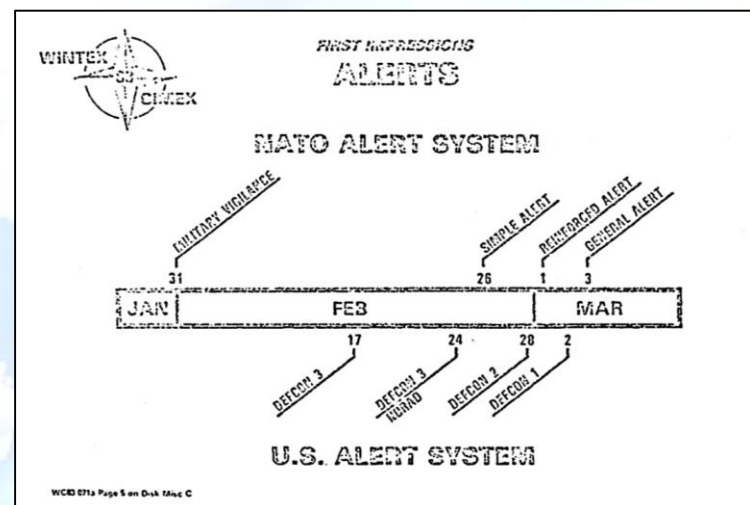
The SRLRC's successful participation in DENSE CROP 84 led USAFE to conduct a second test at Naples during Exercise WINTEX-CIMEX in March 1985. Lessons from both exercises led 16 AF to expand its logistics concept to include airlift and other support. The NAF created a Southern Region War Support Center (SRWSC) at Torrejón, and that center received its first full-scale test in Exercise DENSE CROP in February 1986.

Throughout 1985, international terrorism blossomed in the 16 AF Area of Responsibility (AOR). Terrorists committed 11 major acts in the region, including bombings against restaurants and hotels in Greece and Spain and the hijacking of the Achille Lauro cruise ship. The bombings specifically targeted 16 AF service members from Air Force units in Hellenikon, Greece and Torrejón, Spain. To improve coordination between 16 AF and AIRSOUTH, USAFE activated a detachment at Naples on 1 December 1985. The detachment commander acted as a liaison between 16 AF and the Deputy CINCUSAFE-SA on efforts to resolve issues between NATO requirements and U.S. capabilities.

Notably, 16 AF activated the 7555th Tactical Training Squadron at Decimomannu AB on the island of Sardinia to improve Air Combat Maneuvering Instrumentation (ACMI). The new squadron replaced a 40th Tactical Group detachment at that base.



NASA chose Morón AB as a Transoceanic Abort Landing (TAL) Site for the Space Shuttle in 1984.



WINTEX-CIMEX '85 NATO Alert System Visual Aid



Aftermath of the El Descanso restaurant bombing in Torrejón that killed 24 and injured 82 (Apr 1985)

In 1986, the 16 AF expanded with the revival of the Security Police, Engineering, and Services functions. The NAF staff also received an influx of new personnel. That augmentation helped 16 AF deal with more problems and challenges in the Southern Region. Those issues included terrorism, labor disputes, and difficulties with host nation authorities over base usage in Greece, Spain, and Turkey.

The year 1987 featured a deterioration of the 16 AF operational environment. Greece obstructed construction while the Turks interpreted the Defense and Economic Cooperation Agreement (DECA) in a way that blocked U.S. deployment opportunities. Spain also wanted the 401st Tactical Fighter Wing (TFW) and its aircraft removed from its country. Those issues did not phase the 16 AF Commander, Maj Gen Winfield S. Harpe, who adopted a new slogan for his command: "In 16 AF—There is a way!"

General Harpe funded numerous self-help programs to improve the quality of life of personnel assigned to bases under his command.

The years 1988 and 1989 also proved troublesome for 16 AF. Spain and the U.S. entered negotiations over a new Defense Cooperation Agreement in 1988, but when ratified in 1989 it tasked the USAF to move the 401 TFW from the country by 1992 and 16 AF by 1997. Italy and NATO accepted a new base near Crotone, Italy, for the 401st and its F-16C/Ds. Greece wanted to close Hellenikon AB while Comiso started to phase out its Ground Launched Cruise Missile (GLCM) operations. While, 16 AF searched for a new base, the USAF inactivated the 406th Tactical Fighter Training Wing and terminated other USAF activities at Zaragoza AB. The end of the Cold War also affected USAF activities throughout Europe.

Major General Winfield S. Harpe, Commanding General of the 16th Air Force, stands on the flight line near an F-16A on 7 September 1988.



When the Soviet Union collapsed and the Warsaw Pact fell apart, the U.S. Congress decided to reduce the size of and expenditures on military forces. In 1990, the impact for 16 AF included the closure of Hellenikon AB and Comiso AS. The NAF, however, gained the 1989th Communications Wing at Torrejón AB. As a result of USAFE's decision to discontinue weapons training at Decimomannu AB by September 1991, the Italian Air Force also suffered reductions.



Comiso AS in Sicily closed on 30 June 1991 as part of the agreements in the Intermediate-range Nuclear Force Treaty in 1987.



Home to the 7206th Air Base Group for nearly 40 years, the Air Force closed Hellenikon AB (left) in Athens, Greece, in 1993.

The 6916th Electronic Security Squadron (below) was a tenant organization, conducting airborne signals intelligence operations aboard the RC-135 RIVET JOINT throughout the Mediterranean and the Middle East.



Other organizational changes affected the entire Air Force, including 16 AF, in February 1991 when the CSAF restructured multi-wing bases under the objective wing concept. That change dropped the word "Tactical" from fighter units, giving 16 AF the 401st Fighter Wing at Torrejón. In May 1991, the CSAF streamlined all NAFs by turning their management headquarters into "strictly tactical, highly operational" organizations. The USAFE implementation of that directive in October 1992 affected the scope of the 16 AF mission.

The 401st Fighter Wing (now the 401st Air Expeditionary Wing) emblem is symbolic of the wing's primary mission. The light blue background represents the sky, our primary theater of operations. The four lances denote the weapons stacked ready for instant use as needed. A black and white checkerboard battlefield, crossing the lances in a horizontal position, indicates the wing is willing to go into battle anywhere in the sky. The colors of the squadrons, attached to the wing, form a banner which sweeps across the entire emblem, indicating support to the overall mission.



The Drums of War

DESERT SHIELD & DESERT STORM



During that period of significant change, a conflict in the Middle East erupted, which brought units from 16 AF into the fray. On 2 August 1990, Iraq invaded Kuwait to take over its "lost province." President George H. W. Bush ordered aircraft and ground troops on 7 August to the area to defend Saudi Arabia. In Operation DESERT SHIELD 16 AF units were among the first to arrive in the Persian Gulf region. On 29 August 1990, 24 F-16s from the 614th Tactical Fighter Squadron (TFS), a 401 TFW squadron, deployed to Doha, Qatar. Weeks later, the 612 TFS deployed 20 F-16s to join four of its F-16s already in place at Incirlik AB. The two 401 TFW squadrons later flew combat operations during Operation DESERT STORM.



A KC-135R Stratotanker refuels a 614th Tactical Fighter Squadron F-16C Fighting Falcon during Operation Desert Shield.

PROVEN FORCE / PROVIDE COMFORT

In January 1991, Incirlik AB became a significant site for Joint Task Force PROVEN FORCE, conducting air combat operations over northern Iraq. Additionally, 16 AF bases at Torrejón, Morón, and Zaragoza served as major transit points for thousands of military personnel and massive tons of equipment going to Middle Eastern bases. The same bases also supported the return of people and materiel to the U.S. after combat operations ended in March 1991. Incirlik continued to support missions in Iraq during the follow-on Operation PROVIDE COMFORT.



An F-16C from the 614th Tactical Fighter Squadron "Lucky Devils" in Doha, Qatar 1990-1991.

"Desert Storm was a war which involved the massive use of air power and a victory achieved by the U.S. and multinational air force units. It was also the first war in history in which air power was used to defeat ground forces."

General Merrill McPeak

After the Persian Gulf War, plans to move the 401st and 16 AF proceeded at a rapid pace. The plans to build a new NATO base at Crotone, Italy, for both units faded when the cost proved to be prohibitive. As an alternative choice, USAFE picked Aviano AB to become a temporary home for the 401st (redesignated the 401st Fighter Wing in Oct 1991) and 16 AF, because its existing permanent buildings represented cheaper investment. The 401st without its operational squadrons made the transition first when USAFE inactivated it at Torrejón on 4 May 1992. The wing stood up the same day at Aviano and assumed the personnel and resources of the 40th Support Wing.

Meanwhile, 16 AF prepared to move with its staff to Aviano as well. That preparation included a reduction in the command staff to a 30-person element. The move also stripped 16 AF of its operational missions, which reassigned those forces to 17 AF at Sembach AB, Germany. In the last weeks of July, the remaining 16 AF staff closed its doors at Torrejón after more than 36 years. On 10 August 1992, HQ 16 AF completed its move to Aviano and declared itself operational once again.

Other changes occurred in the command at that time. Notably, USAFE reduced TUSLOG's function and mission in late July 1992 by assigning its units to Det 2, 39th Tactical Group. In August, USAFE shifted TUSLOG's responsibility for Air Force support issues to the Joint U.S. Mission for Military Assistance to Turkey (JUSMMAT) to economize on joint force expenditures. A year later, USAFE inactivated the TUSLOG. Earlier, in June 1992 USAFE inactivated the 406th Tactical Fighter Training Wing at Zaragoza and changed Morón to a standby base. Other functions and bases in 16 AF faced imminent closure, and that drawdown discussion included inactivating 16 AF too. While events in the Middle East simmered, a new crisis arose in the Balkans. That situation led Air Force and NATO leaders to believe they needed a continued command presence in the Southern Region.



The 401st Fighter Wing and 16 AF both relocated from Torrejon AB, Spain, to Aviano AB, Italy, in 1992.



Expeditionary Era

PROVIDE COMFORT

Not long after establishing its new home at Aviano, the 16 AF began to rebuild its small staff to handle its daily business and to meet several new host-country demands. The 401 FW also prepared Aviano to switch from a rotational facility to beddown a permanent F-16 presence. At Incirlik, the 39th Tactical Group continued its humanitarian missions for PROVIDE COMFORT. That effort increased the deploying forces to set up a no-fly zone over northern Iraq to protect the native Kurds. The mission growth led USAFE to redesignate the group as the 39th Wing to handle the large rotational forces and reflect the functions of other base operating wings.



Kurdish children near boxes from a supply drop in Northern Iraq during Operation Provide Comfort

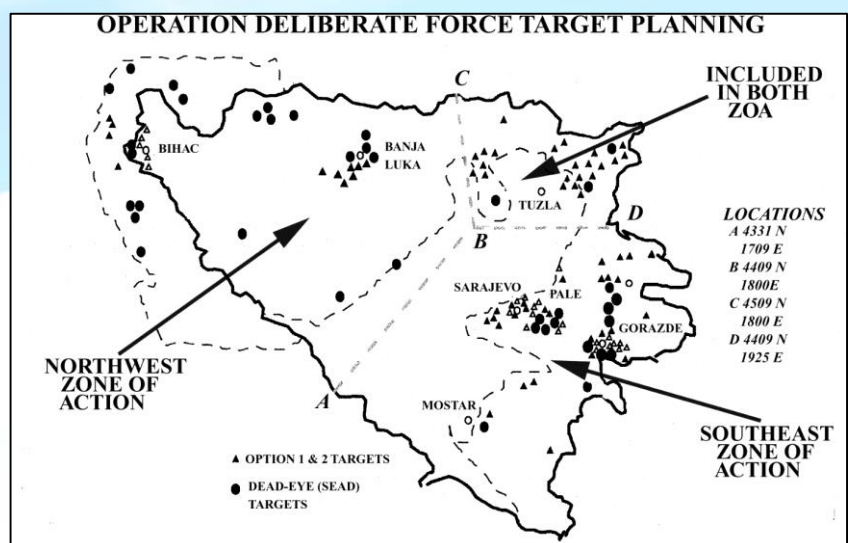
PROVIDE PROMISE / DENY FLIGHT

At the same time, 16 AF also began looking at a new mission close to Aviano. Initially, 16 AF was not involved in the PROVIDE PROMISE operations in the Balkans. Events there, however, soon demanded more than humanitarian efforts. In March 1993, the U.N. Security Council passed resolutions to stop Yugoslavia's "ethnic cleansing" in Bosnia-Herzegovina. The resolutions set up safe areas and a no-fly zone over Bosnia under NATO's control. Subsequently, in April 1993, USAFE deployed aircraft and personnel to Aviano for Operation DENY FLIGHT.



A 31st Fighter Wing F-16C departing Aviano in support of Operation DENY FLIGHT

DELIBERATE FORCE



From Aviano, 16 AF, the 401 FW, and later 31 FW, supported this peacekeeping mission over the Balkans. Through the end of 1993 and well into 1994, 16 AF supported DENY FLIGHT to enforce a U.N. no-fly zone over Bosnia. Aircraft from 16 AF participated in the raid on the Bosnian-Serb airfield at Ubdina in November 1994. In the fall of 1995, 16 AF supported Operation DELIBERATE FORCE, the UN-sanctioned and NATO-executed air strikes on Bosnian-Serb forces.

JOINT ENDEAVOR

In 1995, 16 AF supported JOINT ENDEAVOR, a NATO peacekeeping mission to the former Yugoslavia, through operations in Croatia, Hungary and Bosnia-Herzegovina.



Deployers organizing outside HQ Task Force Eagle

During that expeditionary period, the 16 AF Commander once again became dual-hatted when in January 1994 Lt Gen Joseph Ashy became the COMAIRSOUTH Commander too. That reorganization put a strain on Ashy's command, because he had to travel back and forth from his COMAIRSOUTH headquarters to Aviano whenever 16 AF matters required his presence. That difficulty tasked the 16 AF vice commander to handle most of the day-to-day

operations. The next dual-hatted commander, Lt Gen Michael Ryan proposed a solution to that command arrangement. He wanted to move the 16 AF headquarters to Naples alongside COMAIRSOUTH; however, costs, high operations tempo, and limited facilities in Naples prevented the move.

The ever-increasing demands of the Balkans contingencies created other command arrangements. On 31 December 1994, 16 AF acquired a second general officer with the assignment of Maj Gen Hal Hornburg as the Combined Air Operations Center (CAOC) Director in Vicenza for NATO's Operation DENY FLIGHT. He also became dual-hatted as the 16 AF Deputy Commander. The 16 AF vice commander's position still managed the NAF's daily activities, while the deputy commander position handled the U.S. contribution to the CAOC. Thus 16 AF became integrally linked to the Balkans operations by solidifying its NATO relationship, thereby assuring its future at Aviano.

FORMER YUGOSLAV FEDERATION



JOINT GUARD, DELIBERATE GUARD, DELIBERATE FORCE & NORTHERN WATCH

During 1996 through 1998, 16 AF continued its high tempo operations. It was the first Air Force organization to employ the expeditionary wing concept in 1997. The 16th Air Expeditionary Task Force (AETF), with the 16th and 31st Air Expeditionary Wings (AEW), activated to support Operation JOINT GUARD. Its air component employed air power to enforce peacekeeping operations in Bosnia-Herzegovina for Operation DELIBERATE GUARD. Those operations continued under Operation JOINT FORGE, and its air component, Operation DELIBERATE FORGE. The continuing friction in Iraq led the USAF to activate the 39 AEW in September 1997 to support the Operation NORTHERN WATCH enforcement of a no-fly zone over northern Iraq. The expeditionary units became models for presentation of air forces into the future.



SILVER WAKE

In other expeditionary efforts, 16 AF formed the Joint Force Air Component Command (JFACC) for Operation SILVER WAKE to evacuate Americans and allied noncombatants from Albania. The 31 FW was the first F-16 Falcon unit to fly combat missions using night vision goggles, and the wing provided close air support during Pope John Paul II's historic visit to Sarajevo. The 31 AEW and 16 AEW remained major participants in Balkan air operations. In addition, the 39th Wing at Incirlik AB deployed a flying ambulance surgical team to Dhahran AB, Saudi Arabia in response to the Khobar Towers terrorist attack in 1996. The wing also assisted in the evacuation of nearly 6,500 pro-U.S. Kurdish men, women, and children from northern Iraq.

ALLIED FORCE / NOBLE ANVIL

Beginning in March 1999, the 16 AETF met its newest expeditionary challenge when it grew to ten AEWs with over 450 Air Force aircraft based in 10 countries supporting NATO's Operation ALLIED FORCE, also known by the U.S. name of Operation NOBLE ANVIL. The operation was NATO's air campaign to stop Serbian forces from annihilating the ethnic Albanian majority in the province of Kosovo.

The 16 AF commander, Lt Gen Michael Short, wore many hats during this campaign. He served as the 16 AETF Commander in its role as the Air Force Forces element responsible for supporting USAF assets in the campaign, and as the JFACC coordinating the air efforts of all U.S. joint air



*Lt Gen Michael Short
16 AF-CC 1998-2000*

elements. General Short also served as the Combined Force Air Component Commander (CFACC) responsible for leading the entire NATO air coalition. Although initially conceived as a limited, phase-objective air campaign, ALLIED FORCE quickly became a major effort, as air power became the primary tool to force the Serbian military out of Kosovo. Over the ensuing month, the 16 AETF was engrossed in bedding down approximately 13,200 additional airmen, on top of over 32,000 airmen already deployed throughout Europe in support of this major confrontation. The end result of the 78-day air campaign led to the Serbian withdrawal of forces from the province of Kosovo, all through the use of airpower alone.



JOINT GUARDIAN / JOINT FORGE / NORTHERN WATCH

The end of ALLIED FORCE certainly did not end the 16 AF involvement in the Balkans, as the Operation JOINT GUARDIAN peacekeeping mission in Kosovo began when the air campaign ended. The previous JOINT FORGE mission continued in Bosnia. The 16 AEW's air elements supported both efforts, but they were replaced in June 2003 by the 401 AEW. The 39 AEW also supported NORTHERN WATCH over Iraq until that operation ended.



Iraqi No-Fly Zones in Operations Northern & Southern Watch

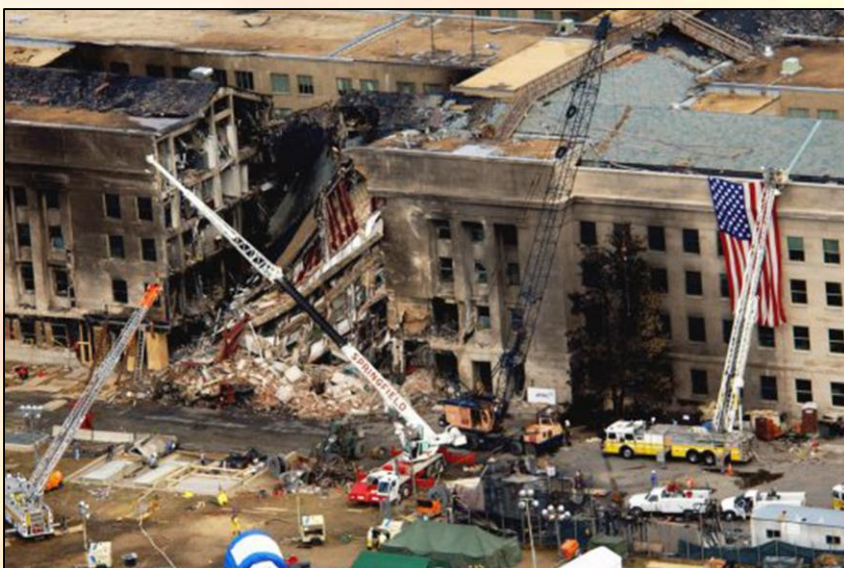
GLOBAL WAR ON TERRORISM: ENDURING FREEDOM / IRAQI FREEDOM

Just over a year later, the USAF ordered 16 AF to use its expeditionary experience in a new campaign. During Operation IRAQI FREEDOM, which began on 19 March 2003, 16 AF formed the core of two staffs that executed the air and space operations against the Iraqi regime. In one staff, Lt Gen Glen W. Moorhead III served as the Combined Air Forces-North (CAF-N) from his headquarters at Incirlik AB. As a combined staff, the CAF-N coordinated U.S. and allied force operations for U.S. Central Command (USCENTCOM) in several NATO and European countries. The CAF-N forces included nearly 4,700 U.S. personnel and 100 U.S. aircraft assigned to eleven forward operating locations in seven countries.



New York City following the 9/11 terrorist attacks

The 11 September 2001 attack by Islamic terrorists on the World Trade Center and the Pentagon led to a new larger campaign called the Global War on Terror. Even though 16 AF units did not immediately participate in the Operation ENDURING FREEDOM combat, Morón and Incirlik ABs provided logistical support to personnel and materiel moving to Afghanistan for the October 2001 start of a campaign there.



Damage at the Pentagon after the 9/11 attacks.

Right: Searching the wreckage of American Airlines Flight 93 in Shanksville, Pennsylvania, after terrorist hijackers downed the plane in a field



IRAQI FREEDOM (Continued)



Flags of the Multi-National Force – Iraq (MNF-I)

The 16 AF staff primarily handled the coordination between USCENTCOM's CFACC and coalition forces operating from the U.S. European Command (USEUCOM) area of responsibility. Its mission included airspace and air defense coordination with European and NATO countries. General Moorhead also commanded the 16 AETF at Aviano, where he exercised administrative control over USAF personnel operating under CAF-N. That responsibility included coordinating logistical sustainment and host-nation support of U.S. operations. In other words, the two staffs supported the CENTCOM CFACC and Commander of Air Force Forces (COMAFFOR), which enabled coalition aircraft to move from and through the European theater.

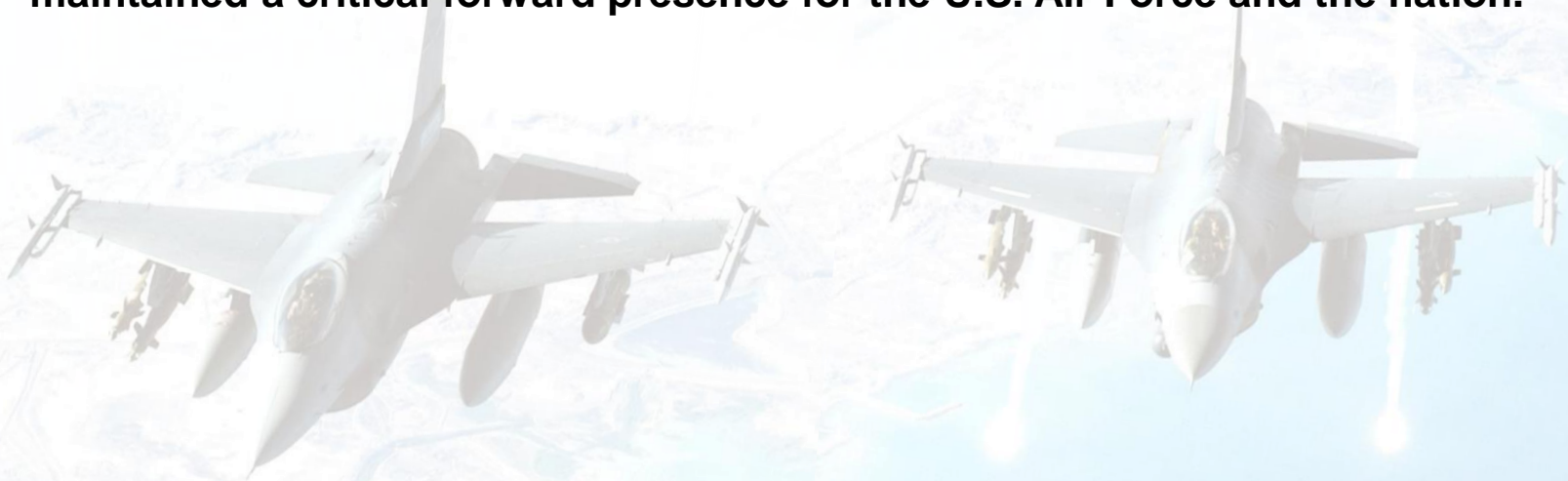
Actions by both staffs made the coordination of operations with friendly governments in the EUCOM AOR transparent to USCENTCOM planners.

The two roles in IRAQI FREEDOM validated 16 AF's mission to serve as a war-fighting staff for theater operations. Those roles also helped to end Saddam Hussein's regime in Iraq during 2003. The end of Iraqi operations did not end the 16th's involvement in new challenges. The NAF moved to Ramstein AB, Germany on 30 September 2005 and continued to provide expert leadership as a command element for expeditionary air forces until December 2006 when it became a paper organization with no personnel assigned.



Members of the 16 AF's 398th Air Expeditionary Group prepare an RC-135 RIVET JOINT for another mission during Operation Iraqi Freedom.

The Air Force officially inactivated the NAF on 29 August 2014. For 50 years, the Sixteenth Air Force faithfully stood guard on NATO's southern flank and maintained a critical forward presence for the U.S. Air Force and the nation.



Rebirth – Information Warfare NAF

On 11 October 2019, Gen James M. Holmes, the Air Combat Command (ACC) Commander, visited Joint Base San Antonio-Lackland, Texas, to inactivate the Twenty-Fifth Air Force (25 AF), with its Intelligence, Surveillance, and Reconnaissance (ISR) mission, and Twenty-Fourth Air Force (24 AF) with its Cyber mission. After the dual inactivation ceremony, General Holmes then activated the Sixteenth Air Force (Air Forces Cyber) to assume the ISR and Cyber missions. As part of that ceremony, General Holmes also pinned a third star on the 16 AF Commander, Lt Gen Timothy D. Haugh.



ACC Commander, General James Holmes, presents the 16 AF flag to Lt Gen Timothy D. Haugh during the NAF activation ceremony on 11 October 2019.

“The Sixteenth Air Force (Air Forces Cyber) is the first-of-its-kind Numbered Air Force (NAF). Also known as the Air Force’s Information Warfare NAF, the 16th integrates multisource intelligence, surveillance, and reconnaissance, cyber warfare, electronic warfare, and information operations capabilities across the conflict continuum to ensure that our Air Force is fast, lethal and fully integrated in both competition and in war. Sixteenth Air Force (Air Forces Cyber) provides mission integration of IW at operational and tactical levels... recognizing the role of information in creating dilemmas for adversaries in competition and, if necessary, future conflicts.”

The NAF also serves as the Air Force component (Air Service Component Command) to USCYBERCOM and staffs the Joint Forces Headquarters-Cyber (AF) (JFHQ-C (AF)). That activity manages the Cyber Technical Operations Center and the Cyber Mission Force teams who directly and indirectly support four combatant commands.

***Information Warfare** is the employment of military capabilities in and through the information environment to deliberately affect adversary human and system behavior and preserve friendly freedom of action during cooperation, competition, and conflict. While any capability can be used to create an informational effect, the principal Air Force capabilities integrated and applied to achieve desired effects in the information environment are cyberspace operations; electronic warfare; information operations; and intelligence, surveillance, and reconnaissance.

16 AF (AFCYBER) Subordinate Wings



The 9th Reconnaissance Wing, headquartered at Beale AFB, California, is responsible for providing national and theater command authorities with timely, reliable, high-quality, high-altitude reconnaissance products. To accomplish this mission, the wing is equipped with the nation's fleet of U-2 and RQ-4 reconnaissance aircraft and associated support equipment. The wing also maintains a high state of readiness in its expeditionary combat support forces for potential deployment in response to theater contingencies.



The 55th Wing, headquartered at Offutt Air Force Base, Nebraska, is Air Combat Command's largest wing with a budget of more than \$477 million annually, 49 aircraft, 32 squadrons and more than 7,000 employees. The wing conducts a global flying mission with worldwide reconnaissance and treaty verification tasked by our nation's highest levels as well as the National Airborne Operations Center. Additionally, it provides base support to more than 50 associate units, including U.S. Strategic Command, the 557th Weather Wing and a military community of more than 57,000.



Headquartered at Joint Base San Antonio-Lackland, Texas, the 67th Cyberspace Wing is the Air Force's newest combat wing, serving as the execution arm for generating, projecting, and sustaining combat power with the employment of the Cyberspace Vulnerability Assessment/Hunter weapon. 67th CW members conduct network operations, defense, attack and exploitation in service of the Air Force, combatant commands and national agencies.



The 70th Intelligence, Surveillance and Reconnaissance Wing, headquartered at Fort George G. Meade, Maryland, is the primary provider of signals intelligence to national leaders, combatant commanders and combat forces. As the Air Force's "cryptologic wing," the 70th ISRW serves as a key enabler of cryptologic operations in support of policy makers and warfighters across the globe. The Wing conducts worldwide, real-time signals intelligence and information assurance missions for ongoing air, space and cyberspace operations.



The 319th Reconnaissance Wing, headquartered at Grand Forks Air Force Base, North Dakota, is responsible for the infrastructure and operational support to the 69th Reconnaissance Group's RQ-4 Global Hawk mission. The 2,000 Total Force Airmen assigned to the 319th RW provides rapid combat support through mission support functions, mobility preparedness, and continuous security to Grand Forks, U.S. Customs and Border Protection, and Cavalier Air Force Station located in Cavalier, North Dakota.

16 AF (AFCYBER) Subordinate Wings



The 363rd ISR Wing, headquartered at Joint Base Langley-Eustis, Virginia, is the only wing of its kind across the Air Force. The wing conducts lethal, resilient and ready operations across four key mission areas: analysis of air, space and cyber operations; full-spectrum targeting; special operations ISR; and ISR testing, tactics development and advanced training. The wing's dynamically adaptive, problem-centric and audaciously innovative approach provides lethal capabilities and unmatched value for our nation.



The 480th Intelligence, Surveillance and Reconnaissance Wing, headquartered at Joint Base Langley-Eustis, Virginia, is the Air Force leader in globally networked ISR operations. The wing's comprehensive set of ISR capabilities include lead wing designation for the Air Force Distributed Common Ground System (DCGS), as well as national cryptologic, information technology, cyber ISR, tactical analysis, Combined Forces Air Component Commander-support, and national-to-tactical signals intelligence integration. The wing is global in nature, and spans the full spectrum of ISR operations, from humanitarian assistance to major theater conflict, leveraging federated mission partners to synchronize timely, relevant intelligence that is regionally aligned to support major command and combatant commander operations.



Headquartered at Offutt Air Force Base, Nebraska., the 557th Weather Wing is comprised of nearly 1,500 personnel, the 1st Weather Group as well as the 2d Weather Group, 11 squadrons, five detachments and five operating locations. Eighteen of the 557 WW units are geographically separated and strategically placed to optimize their longstanding joint, combatant command, coalition, allied and interagency partnerships to achieve U.S. objectives.



Headquartered at Joint Base San Antonio-Lackland, Texas, the 688th Cyberspace Wing is the Air Force's premier cyberspace warfighting organization dedicated to delivering actionable intelligence and tactics, techniques, and procedures, deployable warfighter communications, engineering and installation capabilities, defensive cyber operations, and network security operations across the Air Force Information Network enterprise.



The Air Force Technical Applications Center (AFTAC) is located at Patrick Space Force Base with 10 detachments, five operating locations and more than 60 unmanned equipment locations around the world supporting AFTAC's long range nuclear detection mission. The Center manages 11 world-class laboratories to assist the IAEA with the promotion of safe, secure and peaceful use of nuclear technologies. In 2015, AFTAC became a wing equivalent within the Air Force, and in April 2018, the center added two new groups and nine new squadrons.

16 AF Commanders



JUSMG Chief
 Brig Gen August W. Kissner *
 20 May 1954 – 14 Jul 1956



JUSMG redesignated to 16 AF
 15 Jul 1956



Maj Gen August W. Kissner
 15 Jul 1956 - 30 Jun 1957



Maj Gen Henry K. Mooney
 1 Jul 1957 - 8 Jul 1960



Maj Gen John D. Ryan *
 9 Jul 1960 - 25 Jun 1961



Maj Gen Horace M. Wade *
 26 Jun 1961 – 4 Jul 1961



Maj Gen David Wade *
 5 Jul 1961 – 15 Jul 1963



Maj Gen James B. Knapp
 16 Jul 1963 - 12 Oct 1964



Maj Gen Delmar E. Wilson
 13 Oct 1964 - 29 May 1966



No Photo
 Available

Maj Gen Stanley J. Donovan
 30 May 1966 – 31 Jul 1967



Maj Gen Eugene B. LeBailly
 1 Aug 1967 – 14 Jul 1970



Maj Gen Edward A. McGough III
 15 Jul 1970 - 16 Oct 1972

*Photo with correct rank unavailable.

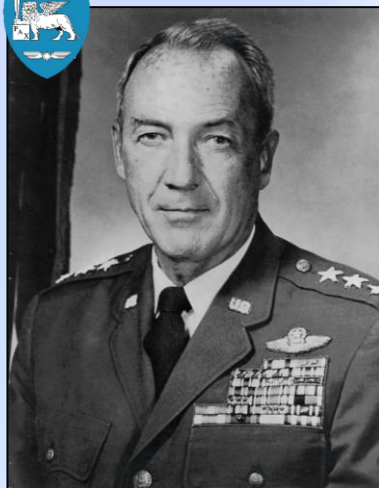
16 AF Commanders



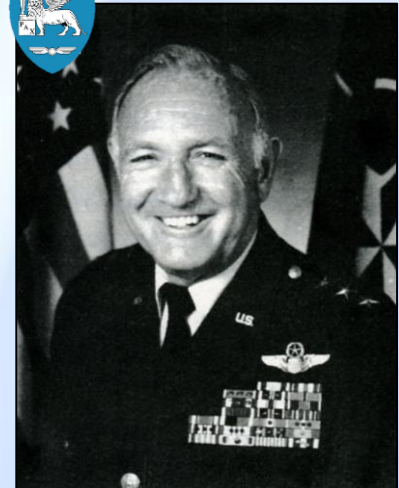
Maj Gen Stanford K. Moats
17 Oct 1972 – 13 May 1973



Lt Gen Richard H. Ellis
14 May 1973 – 28 Oct 1973



Lt Gen Joseph G. Wilson
29 Oct 1973 – 21 Jul 1977



Lt Gen Devol Brett
22 Jul 1977 – 24 Jul 1980



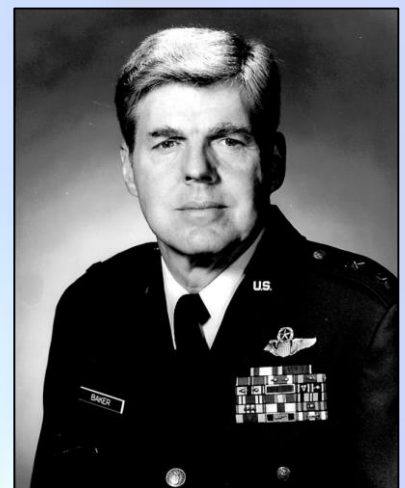
Lt Gen Walter D. Druen Jr.
25 Jul 1980 – 30 Jun 1981



Maj Gen Robert W. Clement
1 Jul 1981 – 28 Jun 1983



Maj Gen William A. Gorton
29 Jun 1984 – 24 Sep 1985



Maj Gen Thomas A. Baker
25 Sep 1985 – 5 Jul 1987



Maj Gen Winfield S. Harpe
6 Jul 1987 – 5 Dec 1988



Maj Gen William J. Grove Jr.
6 Dec 1988 – 9 Jan 1989



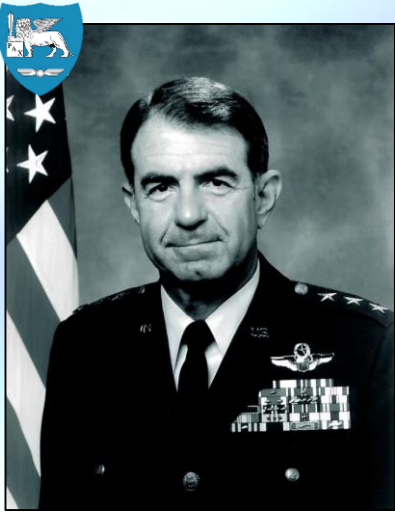
Maj Gen Gerald A. Daniel
10 Jan 1989 – 2 Oct 1992



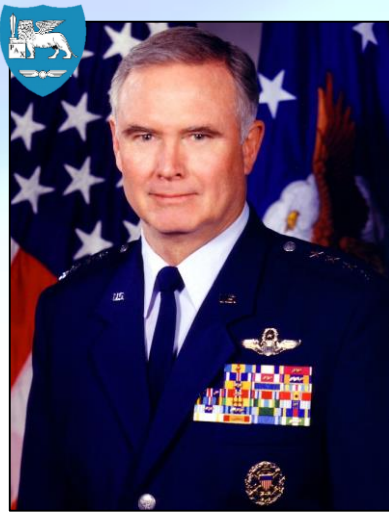
Maj Gen Ralph R. Rohatsch Jr.
3 Oct 1992 – 30 Jan 1994

*Photo with rank indicated unavailable.

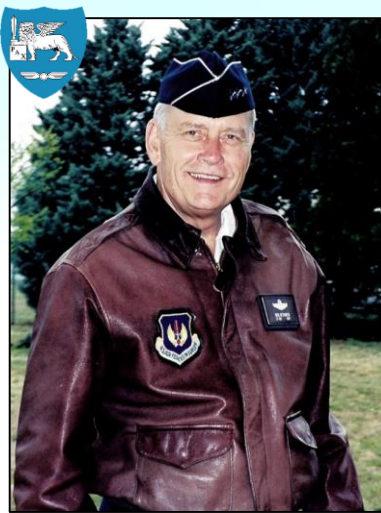
16 AF Commanders



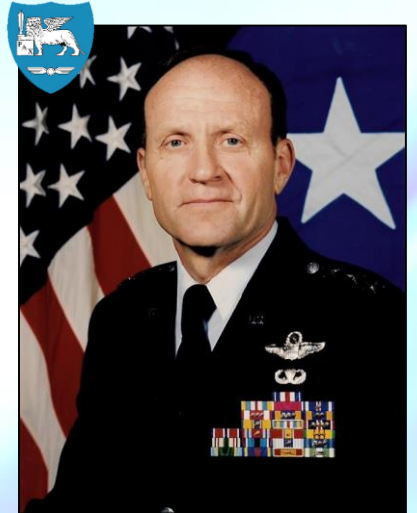
Lt Gen Joseph W. Ashy
31 Jan 1994 – 7 Sep 1994



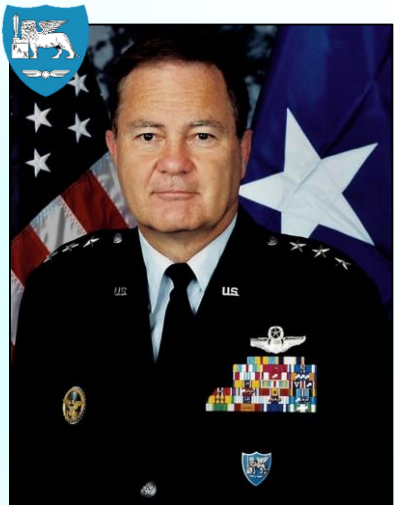
Lt Gen Michael E. Ryan
8 Sep 1994 – 10 Apr 1996



Lt Gen Richard C. Bethurem
11 Apr 1996 – 5 May 1998



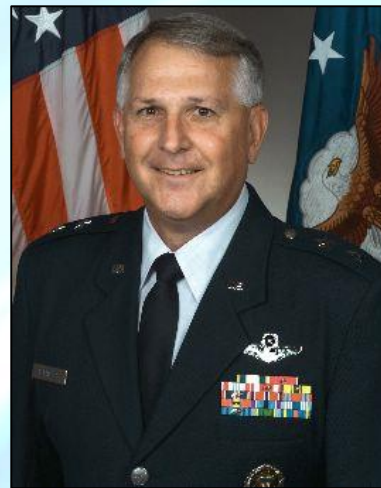
Lt Gen Michael C. Short
6 May 1998 - 1 Jul 2000



Lt Gen Ronald E. Keys
2 Jul 2000 – 12 Nov 2002



Lt Gen Glen W. Moorhead III
13 Nov 2002 – 14 Jun 2006



Maj Gen Paul J. Fletcher
14 Jun 2006 - 1 Dec 2006



No Commander (Unmanned)
2 Dec 2006 – 24 Aug 2014



16 AF activated as
16 AF (Air Forces Cyber)
on 11 Oct 2019



Lt Gen Timothy D. Haugh
11 Oct 2019 - Present

16 AF (AFCYBER) Command Chiefs



Formerly known as a *Senior Airman Advisor*, by the mid-1970s the Air Force officially adopted the term *Senior Enlisted Advisor* (SEA), when describing the most senior member representing the enlisted force at the Major Command, Numbered Air Force, and Wing headquarters levels. In 1998, the Air Force changed the title to *Command Chief Master Sergeant* and authorized wear of a solid star in the middle of the upper blue field of the chevron.

The 16 AF (AFCYBER) command chief master sergeant advises the commander on matters influencing the health, morale, welfare and effective utilization of more than 38,000 enlisted active-duty, Guard, and Reserve members within the NAF and serves as the commander's representative to numerous committees, councils, boards, and military and civilian functions.



CMSgt Summer Leifer
19 Oct 2019 – 1 Dec 2020



CMSgt Kenneth M. Bruce Jr.
12 Jan 2021 - Present



The new mission of the Air Force is to

FLY, FIGHT, AND WIN...
AIRPOWER ANYTIME, ANYWHERE.



Every Airman, from every career field, is directly responsible for delivering, supporting, launching and driving airpower, which is the culmination of our diverse specialties, expertise and capabilities that make up our great Air Force.

-- Chief Master Sergeant of the Air Force JoAnne S. Bass

Organizational Awards

DECORATIONS:

Air Force Outstanding Unit Awards

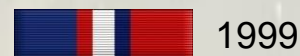
	1 Aug 1990 - 31 Jul 1991
	1 Jul 1993 - 30 Jun 1995
	1 Jul 1995 - 30 Apr 1998
	1 May 1998 - 30 Sep 1999
	24 Mar 1999 - 10 Jun 1999
	19 Mar 2003 - 16 Apr 2003
	1 Jan 2006 - 30 Nov 2006
	11 Oct 2019 - 31 May 2020

CAMPAIGN STREAMERS:

Kosovo Air Campaign, 1999



Kosovo: Kosovo Air Campaign



Commander's Quote...

“This is an incredibly exciting opportunity as we expand into this new mission space. We are now empowering our Airmen with the authorities required to achieve new outcomes for our nation. And we, the Sixteenth Air Force, stand ready to *rise up* and deliver.”

–Lt Gen Haugh

Motto & Chant

Mottos are short, memorable phrases chosen by the units to signify the beliefs or ideals that guide the mission and increase esprit de corps. The Sixteenth Air Force chose the slogan “Keep Flexible,” to express the keynote to 16 AF operations and its overseas support of the SAC *Reflex* alert force. It further expressed the future position of SAC and the Air Force in meeting the challenge of space conquests. That motto proved most significant during the NAF’s management of the Balkan Crisis and further activities in the Middle East.

Shortly after activation, Sixteenth Air Force (Air Forces Cyber) made significant changes to its organizational structure. The old motto, “Keep Flexible,” certainly remained relevant, but the reinvigorated NAF required a new identity, while still acknowledging the past. The staff chose “Rise Up,” and adopted the phoenix as a morale logo to represent the 16 AF’s powerful return with a new mission and location. That decision also led to the creation of the organization’s chant:



“One-Six Phoenix... Fired Up and Kickin’ Ash!”



16th Air Force History Office
16AF.HO.WF@US.AF.MIL
Tel. (210) 977-2303 [DSN 969]

