

UNCLASSIFIED

~~SECRET~~

RCS: HAF-HO (A) 7101

# HISTORY OF THE 49TH FIGHTER WING

1 JANUARY – 31 DECEMBER 2003

NARRATIVE  
VOLUME I

ASSIGNED TO  
TWELFTH AIR FORCE, AIR COMBAT COMMAND

STATIONED AT  
HOLLOMAN AIR FORCE BASE, NEW MEXICO

By:  
MSGT Gregory S. Henneman  
TSgt Terri J. Berling

*Kurt A. Cichowski*  
KURT A. CICHOWSKI  
Brigadier General, USAF  
Commander

DATE SIGNED 19 July 2004  
OFFICE OF ORIGIN: 49 FW/HO

~~DERIVED FROM: Multiple Sources  
REF ID: A101114~~

~~This volume contains  
information that is  
Not Releasable to  
Foreign Nationals~~

~~If declassified, review the document  
to ensure material is not FRO and  
exempt under 1.5.1 before  
making a public release/PV.~~

COPY 2 OF 3

\*\* This page is Unclassified \*\*

UNCLASSIFIED

~~SECRET~~

## UNCLASSIFIED

Chief of Staff and Secretary of the Air Force. Page 36

- 7 February 2003 (U) Under higher headquarters direction, the 49 FW adopted FPCON Bravo.<sup>2</sup>
- 12 February 2003 (U) An officer from the Alamogordo Department of Public Safety requested assistance to dispose of a possible military blasting cap found in an off-base mobile home park. The 49th Civil Engineer Squadron's Explosive Ordinance Disposal Flight successfully retrieved the cap, determined it was a civilian blasting cap, and returned it to the Alamogordo Department of Public Safety.<sup>3</sup>
- 13 February 2003 (U) Lt Col Angelo B. Eiland replaced Lt Col Joseph M. Skaja as commander of the 7th Combat Training Squadron. Page 15
- 5 March 2003 (U) Otero Federal Credit Union celebrated 50 years of service at Holloman AFB.<sup>4</sup>
- 7 March 2003 (U) A1C Brian Pop, 49th Aircraft Maintenance Squadron, received notification that the Air Force selected him to serve on the 2003 Tops in Blue entertainment team as a male vocalist.<sup>5</sup>
- 8 March 2003 (U) A T-38A *Talon*, assigned to the 7th Combat Training Squadron, crashed at Eglin AFB, Florida. The pilot, who was preparing to land the aircraft after completing a training mission, ejected safely. Page 90
- 10 March 2003 (U) Six F-117As took off from Holloman AFB in support of the Pacific Command exercise Foal Eagle 2003. Initially, the 9th Fighter Squadron planned to return home the first week of April, at the conclusion of the exercise. However, the F-117As remained in the Pacific Theater, under Flexible Deterrent Option Alpha, until 31 May 2003. Page 49
- 14 March 2003 (U) In order to retain specific skills for support of Operation Iraqi Freedom, the Air Force instituted Stop Loss, effective 2 May 2003.<sup>6</sup>

---

<sup>2</sup> Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 03," 071625Z Feb 03, SD A-8; Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 03B," 5 Mar 03, SD A-9.

<sup>3</sup> Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 05," 121830Z Feb 03, SD A-13.

<sup>4</sup> "Fifty years of service," Alamogordo Daily News, 6 Mar 03, SD A-40.

<sup>5</sup> AFNews, "Air Force selects 2003 Tops in Blue team," 7 Mar 03, SD A-41.

<sup>6</sup> Email (U), CMSgt R Beggs to T Berling, 49FW/HO, "Stop Loss snapshot, AFPN article, clarification, and message," 18 Mar 03, SD A-42.

UNCLASSIFIED

## UNCLASSIFIED

- 16 March 2003 (U) Less than two weeks after arriving for duty at Holloman AFB, AB Jill Journeay, 49th Services Squadron, died following a car accident 60 miles north of Phoenix, Arizona.<sup>7</sup>
- 17 March 2003 (U) Lt Col Leslie K. Ness assumed command of the 49th Medical Support Squadron from Lt Col Renee M. Swanson. Page 16
- 20 March 2003 (U) As the sun began to rise over Baghdad at 0530L, Lt Col Dave Toomey and Maj Mark Hoehn released two EGBU-27s each from their F-117As on a bunker at Dora Farms, a compound near the Tigris River. Intelligence led American military leadership to believe they had discovered the hiding place of Saddam Hussein. With only four hours notice for mission preparation and execution, the F-117As of the 8th Expeditionary Fighter Squadron launched the opening shot of Operation Iraqi Freedom. Page 36
- 24 March 2003 (U) Three members of New Mexico's congressional delegation visited Holloman AFB. Congresswoman Heather Wilson and Congressmen Tom Udall and Steve Pearce had lunch with the spouses of nine deployed Airmen. Page 17
- 25 March 2003 (U) Security of Holloman AFB increased from FPCON Bravo to FPCON Charlie. Following the implementation of the random anti-terrorism measure, the base returned to FPCON Bravo on 26 March 2003.<sup>8</sup>
- 25 March 2003 (U) Four days after combat operations began in the war against Iraq, 652 people from the 49 FW served in direct support of Operation Iraqi Freedom at forward deployed locations. Simultaneously, an additional 45 Airmen served in Operation Enduring Freedom, supporting the continuing operations in and around Afghanistan. Additionally, 121 members of the 9th Fighter Squadron deployed to South Korea for Foal Eagle and a further 108 people served in various locations around the globe. Page 34
- 27 March 2003 (U) New Mexico Governor Bill Richardson visited Holloman AFB and received an unclassified F-117A *Nighthawk* stealth fighter capabilities briefing from Col James P. Hunt, 49 FW Commander. Page 17

---

<sup>7</sup> Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 08," 151705Z Mar 03, SD A-16.

<sup>8</sup> Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 09," 252350Z Mar 03, SD A-17; Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 09A," 261631Z Mar 03, SD A-18.

## UNCLASSIFIED

- 30 March 2003 (U) At the conclusion of the wing's monthly enlisted promotion ceremony, the 49 FW Commander, Colonel Hunt, pinned on his first star and assumed the rank of brigadier general.<sup>9</sup>
- 7 April 2003 (U) Col Charles G. C. Treadway replaced Col John M. Neill as the 49 FW Vice Commander. At the same time, Colonel Treadway turned over command of the 49th Operations Group to Col Andrew W. Papp. Page 15
- 8 April 2003 (U) A 42-year old TSgt from the 49th Maintenance Squadron was discovered dead in his apartment. The TSgt had been released on terminal leave 3 February 2003 and had died approximately two weeks before his body was found. He died from complications of chronic alcoholism.<sup>10</sup>
- 14 April 2003 (U) Six F-117s returning from Operation Iraqi Freedom landed at Langley AFB, Virginia. Page 41
- 15 April 2003 (U) Wind gusts of 59 knots caused partial power outages on Holloman AFB and the temporary cancellation of flying operations. However, no serious damage or injuries took place.<sup>11</sup>
- 18 April 2003 (U) Five of the first F-117s returning from war landed at Holloman AFB. The seven remaining *Nighthawks* returned home on 21 April. Page 41
- 24 April 2003 (U) Three Team Holloman members held their newborn babies for the first time when they returned home from supporting Operation Iraqi Freedom. After two and a half months of pictures via email, Capt. Alex Jernigan, TSgt Joseph Vest and SrA Christopher Osterholm were introduced to their newborns. Page 44
- 25 April 2003 (U) Lt Col David Toomey and Maj Mark Hoehn, 8th Fighter Squadron, each received the Distinguished Flying Cross for extraordinary achievement in attacking a senior Iraqi leadership compound in Baghdad, Iraq, on 20 March 2003.<sup>12</sup>

---

<sup>9</sup> News Release (U), 49FW/PA, "Release No. 03-03-09," 27 Mar 03, SD A-43.

<sup>10</sup> Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 10," 8 Apr 03, SD A-19; Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 10A," 110500Z Apr 03, SD A-20; Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 10B," 092333Z Jun 03, SD A-24.

<sup>11</sup> Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 11," 15934Z Apr 03, SD A-21.

<sup>12</sup> AFNews, "Pilots receive Distinguished Flying Crosses for first strike of OIF," 21 Apr 03, SD A-44.



## UNCLASSIFIED

- 29 April 2003 (U) The Holloman Test Track broke its own 20 year old land speed world record when the 846th Test Squadron, a tenant unit assigned to the 46th Test Group, fired a 192-pound, fully instrumented Missile Defense Agency payload, which traveled more than three miles in 6.04 seconds, equating to Mach 8.5 or 6,416 miles per hour. Page 2
- May 2003 (U) MSgt Nanci Pigeon, 49th Contracting Squadron superintendent, became one of the first 11 enlisted Airmen selected to attend the Air Force Institute of Technology at Wright-Patterson AFB, Ohio.<sup>13</sup>
- 2 May 2003 (U) Three members of the 49th Civil Engineer Squadron's Explosive Ordinance Disposal team removed 50 caliber balls, flares, 40 millimeter shells, and a 90 millimeter shell casing from a suspected methamphetamine laboratory eight miles east of Holloman AFB.<sup>14</sup>
- 10 May 2003 (U) Members of the 49th Security Forces Squadron hosted a National Police Week demonstration at the White Sands Mall. The display included a Humvee, self-propelled howitzer, and Drug Abuse Resistance Education (DARE) information.<sup>15</sup>
- 12 May 2003 (U) Providing information to Airmen through a formal military formation, the ACC Commander directed the implementation of a daily 'roll call' for all units.<sup>16</sup>
- 14 May 2003 (U) In support of local anti-terrorism exercise Coronet Gold Rush 03-04, the 49 FW adopted FPCON Charlie. The security level rose to FPCON Delta on 15 May 2004. However, at the end of the exercise on 15 May, the wing returned to FPCON Bravo.<sup>17</sup>
- 19 May 2003 (U) Maj Mark Rose assumed command of the 49th Maintenance

---

<sup>13</sup> L Pellegrino, "Holloman senior NCO chosen for AFIT," Sunburst, 23 May 03, SD A-45.

<sup>14</sup> Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 12," 020658Z May 03, SD A-22; Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 12A," 021915Z May 03, SD A-23.

<sup>15</sup> News Release (U), 49FW/PA, "Release No. 03-05-02," 7 May 03, SD A-43.

<sup>16</sup> Memo (U), 49FW, "Roll Call," 12 May 03, SD A-46.

<sup>17</sup> Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 15," 141930Z May 03, SD A-26; Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 16," 151514Z May 03, SD A-28; Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 16A," 151630Z May 03, SD A-29; Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 16B," 152020Z May 03, SD A-30.

## UNCLASSIFIED

Operations Squadron from Lt Col Masao Hendrix. Page 16

23 May 2003 (U) Col Timothy P. Ryan passed command of the 49th Maintenance Group to Col Patricia F. Ridgway. Page 16

27 May-12 June 2003 (U) The 20th Fighter Squadron sent six F-4Fs and 53 people to Nellis AFB, Nevada for a mission employment exercise. Participating in composite force flying, students gained experience using the APG-65GY Pulsed Doppler radar integrated with AIM-120B missile tactics. Page 52

2 June 2003 (U) Command of the 8th Fighter Squadron passed from Lt Col Matthew P. McKeon to Lt Col David F. Toomey III. Page 16

3 June 2003 (U) The 49 FW's F-404 engine fleet achieved a mark of 28 available spare engines, out of 29 spare engines assigned. This not only doubled the WRE requirement of 12 engines, but marked the highest spare level since the arrival of the F-117As to Holloman AFB in 1992. Page 69

7 June 2003 (U) Maj John Bryan assumed the duties of 49th Fighter Wing Public Affairs Officer, replacing Maj Tina Barber-Matthew. Page 15

10 June 2003 (U) Maj Mark H. Eichin handed command of the 49th Security Forces Squadron to Maj Stephen L. Weaver. Page 16

11 June 2003 (U) Maj Jonathan Bachman, 49th Fighter Wing Plans and Inspections, became the fourteenth F-117 pilot to reach the 1,000 flying hour mark.

18 June 2003 (U) In order to share his vision for the wing and hear concerns of assigned personnel, General Hunt held a town hall meeting open to all Team Holloman members. Likewise, the commander met with Airmen on 20 June and wing NCOs on 24 June.<sup>18</sup>

18 June 2003 (U) Holloman AFB received 0.3 inches of rain. Although this amount of rain would have seemed incidental for any other location, the rain caused flash flooding around the base as the soil could not quickly absorb the moisture.<sup>19</sup>

20 June 2003 (U) Lt Col Mark D. Engeman became the Director of Staff, replacing Lt Col Mark A. Buccigrossi. On the same day, Lt Col Mark D. Kelly handed command of the 20th Fighter Squadron to Lt Col Mark A. Buccigrossi. Page 15

---

<sup>18</sup> Memo (U), 49FW, "49th Fighter Wing Commander's Town Hall Meeting," Jun 03, SD A-47.

<sup>19</sup> Email (U), Capt C. Stenger, 49OSS/OSW, to 20FS/DO, et al, "Morning Weather Brief, 19 Jun 03," 19 Jun 03, SD A-48.

## UNCLASSIFIED

21 June 2003 (U) TSgt Trese D. Smith took over the Military Equal Opportunity Office after the departure of SMSgt Joseph M. Lovett. Page 15

30 June 2003 (U) Mr. Robert Shaeffer, a Holloman AFB legend assigned to the 49th Operations Support Squadron, known as "Airfield Bob," died following complications of cancer. In honor of his friendship and service, the wing held a memorial at Hangar 578.<sup>20</sup>

30 June 2003 (U) Lt Col Soledad Lindo-Moon assumed command of the 49th Medical Operations Squadron from Lt Col Michael Mann. Page 16

1 July 2003 (U) The 49th Materiel Maintenance Squadron changed hands, from Maj Michael W. Hinz to Maj Malcolm E. Blair. Page 16

2 July 2003 (U) Austin Harris, a 15-year-old boy born with cerebral palsy, epilepsy, and chronic pulmonary disease became the 49 FW's first 'Pilot for a Day.' The program was designed to give children with chronic health conditions a special day.<sup>21</sup>

16 July 2003 (U) Lt Col David F. DeMartino assumed command of the 49th Civil Engineer Squadron from Lt Col Juan Ibanez, Jr. Page 16

19 July 2003 (U) British exchange officer, Squadron Leader Richie Matthews, 9th Fighter Squadron, received the King Hussein Memorial Award for Best Overall Flying Demonstration from His Royal Highness Prince Feisal Ibn Al-Hussein of Jordan.<sup>22</sup>

23 July 2003 (U) As part of the 2004 force structure, the Air Force announced that the 49 FW would lose 28 civilian authorizations in the coming fiscal year.<sup>23</sup>

1 August 2003 (U) Command of the 49th Comptroller Squadron passed from Lt Col Kenneth L. Nelson to Maj Regina T. Goff. Page 15

8 August 2003 (U) Providing an incentive for maintaining appearance and improving quality of life, the 49 FW held its first dormitory of the quarter competition. Dormitory 517 of the 49th Logistics

---

<sup>20</sup> Email (U), Lt Col M Engeman, 49FW/DS, to All Holloman E-mail users, 6 Jul 03, SD A-49.

<sup>21</sup> L. Pellegrino, "Pilot for a Day takes flight," Sunburst, 11 Jul 03, SD A-50.

<sup>22</sup> L. Pellegrino, "Nighthawk pilot wing British airshow award," Sunburst, 1 Aug 03, SD A-51.

<sup>23</sup> News Release (U), 49FW/PA, "Release No. 03-07-01," 23 Jul 03, SD A-43.

## UNCLASSIFIED

- Readiness Squadron received the \$2,500 first place prize.<sup>24</sup>
- 13 August 2003 (U) In response to a 2002 Air Force Chief of Staff initiative, the 417th Weapons Squadron activated at Holloman AFB under the command and control of the USAF Weapons School at Nellis AFB, Nevada. Page 11.
- 14-28 August 2003 (U) The 20 FS deployed six F-4Fs and 58 people to Kingsley Air National Guard Field, Oregon. During the two week training exercise, the 20 FS flew 82 of 87 planned sorties. Page 53
- 21 August 2003 (U) Civil engineers discovered a bird on Holloman AFB infected with the West Nile Virus. The virus had not been reported in any people on the base or in the encompassing county. Page 100
- 22 August 2003 (U) The 49th Aircraft Maintenance Squadron changed from the command of Lt Col Mark Rumph to Lt Col Cedric D. George. Page 16
- 28 August 2003 (U) Franco Harris, football Hall of Famer and former Pittsburgh Steeler, traveled to Holloman AFB. Page 17
- 2 September 2003 (U) 1Lt Gina Sortor replaced 1Lt Glenna M. Soirez as 49th Fighter Wing Protocol Officer. Page 15
- 4 September 2003 (U) As part of a US Southern Command program with the South American Air Forces, more than 20 Uruguayan Air Force and Army officers from the Uruguayan professional military education school visited Holloman AFB. Page 17
- 5 September 2003 (U) Alamogordo community leaders hosted their annual "Thanks Team Holloman" event which included door prizes, free food, beverages, music, and games for all assigned Holloman AFB personnel and their families.<sup>25</sup>
- 8 September 2003 (U) Four aviation pioneers returned to Holloman AFB to share stories about the work they did in support of America's space development programs. Col (Ret) Joe Kittinger Jr, Brig Gen (Ret) "Duke" Goldenberg, Monroe Curtis and Richard "Doc" Chubb, visited the balloon operations center to share their memories of "Project Excelsior." Project Excelsior began in 1958 with the goal of developing a system that would provide flight crews with a means of escape from high altitude. Page 17

---

<sup>24</sup> L Pellegrino, "Dorm residents clean house, earn awards," Sunburst, 8 Aug 03, SD A-52.

<sup>25</sup> Email (U), MSgt S Jones, 49 MSS/CCF, to 49 MSS/FW Staff, "Team Holloman 03," 3 Sep 03, SD A-53.

## UNCLASSIFIED

- 8 September 2003 (U) Three Airmen were injured when an F-117A, tail number 81-0798, tailhook detonation cord inadvertently ignited.<sup>26</sup>
- 9 September 2003 (U) General Hunt fielded questions from the community during a Holloman Enlisted Spouses Organization meeting. The majority of questions centered on base housing issues, changes at the Whispering Sands Community Center, and medical care concerns.<sup>27</sup>
- 12 September 2003 (U) Members of the 49th Fighter Group's World War II association held their 50th annual reunion at Seymour-Johnson AFB, North Carolina.<sup>28</sup>
- 21 September 2003 (U) Lt Gen Mark Schmidt, Twelfth Air Force Commander, visited Holloman AFB. General Schmidt toured the base, met with wing leadership, visited the BEAR Base compound, and viewed the F-117A. Page 17
- 24 September 2003 (U) Implementing random anti-terrorism measures, the 49 FW raised its FPCON level from Alpha to Bravo.<sup>29</sup>
- 24 September 2003 (U) Lt Col Skip Hinman became the 49th Fighter Wing Chief of Safety in place of Lt Col James Pillar. Page 15
- 26 September 2003 (U) Squadrons and individuals competed in several events as the 49 FW celebrated the end of its fiscal year flying program with a basewide sports day. Events ranged from volleyball to basketball to tug-of-war. Additionally, all of the wing's squadrons and groups participated in a one mile formation run.<sup>30</sup>
- 27 September 2003 (U) Filling the Holloman air with the smell of bratwurst and sauerkraut, the German Air Force Flying Training Center held its annual Oktoberfest celebration in Hangar 286.
- 30 September 2003 (U) In FY 2003, F-117A maintainers of the 49th Maintenance Group generated 6,710 sorties for 11,911.0 hours flown.

---

<sup>26</sup> Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 020," 090042Z Sep 03, SD A-33; Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 020A," 10 Sep 03, SD A-34.

<sup>27</sup> TSgt P Coupland, "Base leadership addresses issues," Sunburst, 26 Sep 03, SD A-54.

<sup>28</sup> R DeMark, "49th FG reunited, finds historical ties with 4th FW," Sunburst, 12 Sep 03, SD A-55.

<sup>29</sup> Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 021," 242220Z Sep 03, SD A-35.

<sup>30</sup> Email (U), A1C R Daugherty, 49FW/CPO to 49 FW Staff All Users, "Sports Day," 13 Aug 03, SD A-56.

## UNCLASSIFIED

Likewise, the contracted DynCorp Company's Holloman Support Division produced 3,299 T-38A sorties, resulting in 4,125.0 hours flown in FY 2003. DynCorp also maintained the wing's F-4F fleet, flown to train German Air Force pilots. In FY 2003, the F-4Fs flew 2,434 sorties for 2,800.0 hours. Page 63

- 5 October 2003 (U) Athletes from across the American Southwest gathered in front of the base bowling alley as the 49 FW hosted the 13th Annual Stealth Triathlon. The triathlon featured a five mile run, 25 mile bike race, and 800 meter swim that served as part of the SouthWest Challenge Series athletic event.<sup>31</sup>
- 16 October 2003 (U) Inside the Whispering Sands Community Center, the 49th Services Squadron opened the Digital Media Zone which provided computers for internet gaming, as well as consoles for other popular video games such as Sony Playstation and Microsoft Xbox.<sup>32</sup>
- 18 October 2003 (U) Commemorating the 56th anniversary of the Air Force and the centennial of the Wright Brothers first flight, the 49 FW held an Air Force Ball.<sup>33</sup>
- 18-31 October 2003 (U) The 9th Fighter Squadron deployed eight F-117As and 124 people to Nellis AFB, Nevada for participation in Red Flag 2004-01. Page 51
- 21-24 October 2003 (U) Air Combat Command's Command Chief Master Sergeant, Rodney Ellison, visited Holloman to discuss various topics including new fitness standards, deployment schedules, and how to prepare airmen to become NCOs. Pg 18
- 24 October 2003 (U) Holloman AFB competed for the Installation Team Excellence Award as a five person team evaluated the base. Although Holloman did not win the award, it increased its standing from previous years by placing third.<sup>34</sup>
- 30-31 October 2003 (U) Civic leaders ranging from the mayor of Alamogordo to community business leaders participated in a tour that took them to Shriever AFB, Colorado, and Beale AFB, California. The civic leader tour provided an appreciation for the Air Force

---

<sup>31</sup> Amn S Collier, "Team Holloman hosts stealth triathlon," Sunburst, 10 Oct 03, SD A-57.

<sup>32</sup> Amn S Collier, "Holloman airmen log on at Digital Media Zone," Sunburst, 24 Oct 03, SD A-58.

<sup>33</sup> "Holloman celebrates history at AF Ball," Sunburst, 24 Oct 03, SD A-59.

<sup>34</sup> SrA B Dupper-Macy, "Installation Excellence team inspects Holloman," 24 Oct 03, SD A-60.

## UNCLASSIFIED

mission and this tour specifically explained how Holloman AFB fit into the overall mission.<sup>35</sup>

- November 2003 (U) General Hunt awarded MSgt Richard Bunce, 49th Logistics Readiness Squadron, with a Bronze Star for his actions while deployed to Kuwait from December 2002 to June 2003. MSgt Bunce served as the senior enlisted logistics representative in Kuwait. Despite attacks from the Iraqi military he ensured continued logistical resupply and movement to flightline operations.<sup>36</sup>
- 3 November 2003 (U) Maj Tim B. Decker handed the reigns of the Wing Executive Officer position to Capt Lamar Coleman. Page 15
- 5-29 November 2003 (U) The 20th Fighter Squadron deployed six F-4Fs and 64 people to Miramar Naval Air Station, California for dissimilar and continuation training in-line with the Basic Course syllabus. Page 54
- 13 November 2003 (U) Holloman AFB received funding for several multi-million dollar projects as the US Senate approved the 2004 Defense Authorization Bill. Projects included \$3.6 million to upgrade the radar test facility and \$2.1 million for research and development projects at the 846th Test Squadron's High Speed Test Track.<sup>37</sup>
- 17-20 November 2003 (U) The 8th Fighter Squadron used six F-117As to fly 21 sorties from Holloman AFB to the Utah Test and Training Range, near Hill AFB, Utah during the Weapons Systems Evaluation Program portion of a Combat Hammer exercise. Page 36
- 18-21 November 2003 (U) In support of the planned inactivation of the 20th Fighter Squadron, ACC held a Site Activation Task Force at Holloman AFB. Page 12
- 20 November 2003 (U) A fiber cable cut in the base housing area prevented all off-base and 911 emergency calls for eight hours from 1100L to 1927L.<sup>38</sup>
- December 2003 (U) MSgt Richard Golden, 49th Logistics Readiness Squadron, received the Bronze Star for his actions while deployed to Seeb

---

<sup>35</sup> Amn S Collier, "Local leaders learn more of AF mission," Sunburst, 7 Nov 03, SD A-61.

<sup>36</sup> A1C V LaBoy, "SNCO earns Bronze Star," Sunburst, 26 Nov 03, SD A-62.

<sup>37</sup> M Shinabery, "Senate OKs bill to fund Holloman, WSMR projects," Alamogordo Daily News, 13 Nov 03, SD A-63.

<sup>38</sup> Email (U), Maj T Mack, 49FW/CP to Holloman BSDs, "System Restored: 911 and Communication Outage," 20 Nov 03, SD A-64.

## UNCLASSIFIED

Air Base, Oman, from December 2002 to June 2003. Sergeant Golden maintained a 99.2 percent inventory accuracy rate and processed over 5,300 receipts monthly, which resulted in a 93 percent mission capable rate for the C-130 fleet in support of Operation Iraqi Freedom.<sup>39</sup>

- 1-11 December 2003 (U) The 20th Fighter Squadron returned to Nellis AFB for another Basic Course mission employment with five F-4Fs and 52 people. Overall, the 20 FS flew 38 of 38 planned sorties, including four continuation training sorties in support of the Tornado Weapons School. Page 55
- 7 December 2003 (U) Upon the retirement of CMSgt James V. Calendar, CMSgt Matthew D. Pollock assumed the duties of 49 FW Command Chief Master Sergeant. Page 15
- 8-12 December 2003 (U) Air Combat Command's Logistics Standardization and Evaluation Team visited the 49 FW and recorded 47 findings, one repeat write-up, and one action item. Page 71
- 17 December 2003 (U) The final F-117A participation in an air show in 2003 took place with a flyover at the Kill Devil Hills, North Carolina, Celebration of 100 Years of Flight. In 2003, the 49 FW supported 122 air shows. Page 18

---

<sup>39</sup> A1C V LaBoy, "SNCO pins on unexpected star," Sunburst, 5 Dec 03, SD A-65.



# UNCLASSIFIED

## CHAPTER I MISSION AND ORGANIZATION

(U) Stationed at Holloman Air Force Base (AFB) in southern New Mexico, the 49th Fighter Wing (FW) served under the command and control of Air Combat Command (ACC), through its intermediate headquarters, Twelfth Air Force (12 AF). Commanded throughout this period by Brig Gen James P. Hunt, the 49 FW's assets and responsibilities included 51 F-117A *Nighthawks*, 13 T-38A *Talons*, 15 F-4F *Phantom IIs*, and \$169 million of world-wide deployable Basic Expeditionary Airfield Resources (BEAR) base equipment.<sup>1</sup>

(U) Because of the shifting requirements placed upon the Air Force in support of the global war on terrorism, the Air Force redefined its core competencies in 2003. Gen John P. Jumper, Air Force Chief of Staff, explained this adjustment was necessary based upon the changing nature of warfare "...[the] evolution of contingency operations, maturation of space and information warfare, and the leveraging power of information technology..."<sup>2</sup> As such, the Air Force defined its new core competencies as *Developing Airmen*, *Technology-to-Warfighting*, and *Integrating Operations*. In support of these core competencies, the Air Force identified six distinctive capabilities: air and space superiority, information superiority, global attack, precision engagement, rapid global mobility, and agile combat support.<sup>3</sup>

(U) Although the 49 FW worked to fulfill all three of the Air Force's core competencies and supported several distinctive capabilities at the same time (i.e. the 49th Materiel Maintenance Group epitomized the definition of rapid global mobility), the wing's primary mission focused on precision engagement. Precision engagement provided commanders with "the ability to apply discriminate force precisely where required...the ability to command, control, and employ forces to cause specific strategic, operational, or tactical effects."<sup>4</sup> Using low-observable "stealth" technology, the F-117A's ability to avoid radar and employ precision weapons such as the EGBU-27 provided combatant commanders with a unique asset--capable of penetrating high threat airspaces and destroying critical targets.<sup>5</sup>

---

<sup>1</sup> Brfg (U), 49 FW, "Mission Briefing," Jul 03, SD I-4; Script (U), 49 FW, "Mission Briefing," Jul 03, SD I-5.

<sup>2</sup> Extract (U), USAF, "Air Force Doctrine Document 1," 17 Nov 03, SD I-6.

<sup>3</sup> Memo (U), CSAF, "Chief's Sight Picture: Air and Space Core Competencies," 15 Jan 03, SD I-7.

<sup>4</sup> Extract (U), USAF, "Air Force Doctrine Document 1," 17 Nov 03, SD I-6.

<sup>5</sup> Fact Sheet (U), ACC/PA, "F-117A Nighthawk," Apr 02, SD I-8.

UNCLASSIFIED

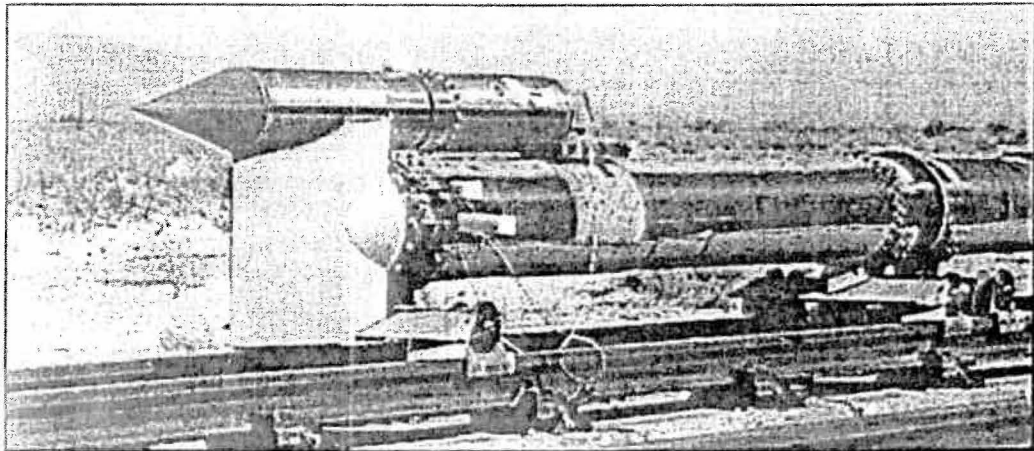
(U) In addition to providing fully trained forces and combat ready aircraft in support of theater commander requirements, the 49 FW served as the host unit for Holloman AFB. In this role, the wing maintained 59,639 acres of land and supported over 18,000 people including active duty, guard, reserve, retirees, Department of Defense (DoD) civilians, German Air Force (GAF) forces, and family members. The wing provided a wide range of support including security, communications, and services to 26 tenant units including the German Flying Training Center and its 42 Tornado aircraft, Air Force Materiel Command's 46th Test Group, Detachment 1, 82d Aerial Targets Squadron, and the 4th Space Surveillance Squadron.<sup>6</sup>

(U) Putting these wide ranging tasks into action, the 49 FW worked to fulfill its motto developed in World War II—*Tutor Et Ultor*—I Protect and Avenge, through the following mission statement:<sup>7</sup>

**Improving on more than 50 years of Forty-Niner excellence by providing:**

- Mission ready Aerospace Expeditionary Wing forces to meet worldwide contingencies
- Best support possible for German and US training missions
- High quality support for base personnel, associate units, and the local community

(U) Additionally, the wing identified unit mission descriptions for itself, its groups, and assigned squadrons. Unit mission descriptions for the 49 FW and its five groups are listed in Table I-1.<sup>8</sup>



(U) On 29 April 2003, the 46th Test Group, a tenant unit on Holloman AFB, set the world land speed record at 6,453 miles per hour with a fully instrumented 192-pound sled.

<sup>6</sup> Brfg (U), 49 FW, "Mission Briefing," Jul 03, SD I-4; Script (U), 49 FW, "Mission Briefing," Jul 03, SD I-5; Memo (U), 49FW/PA, "Holloman AFB Data," Jan 03, SD I-9.

<sup>7</sup> Fact Sheet (U), 49FW/PA, "49th Fighter Wing," Jan 03, SD I-10.

<sup>8</sup> Rpt (U), 49 FW, "Unit Mission Description," 3 Apr 03, SD I-11.

# UNCLASSIFIED

(U) Table I-1: Unit Mission Descriptions

**49TH FIGHTER WING:** Supports national security objectives with mission-ready F-117A Stealth Fighters, Air Transportable Clinic and BEAR Base assets. Deploys worldwide to support peacetime and wartime contingencies. Trains USAF aircrews in F-117A and T-38A and allied aircrews in F-4F Fighter Transition and Weapons Instructor Courses. Provides support to over 18,000 personnel to include German Air Force Tornado operations.

**49TH MAINTENANCE GROUP:** Maintains aircraft, propulsion, avionics, and accessory systems for the world's only F-117A fighter wing. Directs all maintenance qualification, on-the-job, and ancillary training for over 1,200 people. Manages over \$4.3 billion in aircraft and equipment. Supports flying activities, exercises, and worldwide taskings as assigned by Combatant Commander and Secretary of Defense against high value, heavily defended targets.

**49TH MATERIEL MAINTENANCE GROUP:** Ensures readiness of \$169 million in Basic Expeditionary Airfield Resources (BEAR) War Reserve Materiel (WRM) in 42 Harvest Eagle and Harvest Falcon sets. Mobilizes 110 equipment and personnel unit type codes (UTCs) to support worldwide operations for the deployment, erection, operation, redeployment and reconstitution of assets. Provides BEAR Base training, UTC management and asset modernization.

**49TH MEDICAL GROUP:** Maintains three Air Transportable Clinics (ATCs) in combat-ready status. Utilizes a multimillion-dollar budget to provide comprehensive healthcare to over 18,000 beneficiaries. Provides physiological training to both DoD and selected foreign military aircrew. Promotes wellness and fitness through an aggressive and proactive health promotion program. Complies with health and environmental regulatory standards.

**49TH MISSION SUPPORT GROUP:** Provides full range logistics, personnel, emergency response and infrastructure support for 18,000 people supporting the F-117A Stealth fighter, 26 associate units, and German Air Force Training Center. Oversees environmental compliance for 58,000 acres of land. Provides base and local disaster response; supports NASA space shuttle missions. Deploys as directed by JCS to support worldwide contingency taskings.

**49TH OPERATIONS GROUP:** Supports national security objectives with mission ready F-117A stealth fighters. Mobilizes and deploys worldwide to meet peacetime and wartime contingencies. Provides USAF and allied aircrews F-117A, T-38A, and F-4F qualification and instructor training. Manages airfield operations, gunnery ranges, and facilitates operation of the German AF Flying Training Center; 46th Test Group; Detachment 1, 53d Test and Evaluation Group; and 417th Weapons School.

SOURCE: Rpt (U), 49 FW, "Unit Mission Description," 3 Apr 03, SD I-11.

UNCLASSIFIED

## DOC Statements

(b) (5)

<sup>9</sup> AFI 10-201 (U), USAF/XOOA, "Status of Resources and Training System," 12 Dec 03.

<sup>10</sup> Rpt (S/DECL 24 Jul 11), ACC/DOTO, [8 FS DOC Statement (U)] 24 Jul 03, SD I-12; Rpt (S/DECL 24 Jul 11), ACC/DOTO, [9 FS DOC Statement (U)] 24 Jul 03, SD I-13.

<sup>11</sup> See Note Above.

<sup>12</sup> Rpt (S/DECL 25 Aug 11), ACC/DOTO, [49 OSS DOC Statement (U)] 25 Aug 03, SD I-14.

UNCLASSIFIED

(b) (5)

<sup>13</sup> Rpt (S/DECL 3 Sep 11), ACC/CEXO, [49 CES DOC Statement (U)] 3 Sep 03, SD I-15.

<sup>14</sup> Rpt (S/DECL 24 Apr 11), ACC/DOXF, [49 CS DOC Statement (U)] 24 Apr 03, SD I-16.

<sup>15</sup> Rpt (S/DECL 24 Apr 11), ACC/DOXF, [49 CS DOC Statement (U)] 24 Apr 03, (information used is U), SD I-16.

<sup>16</sup> Rpt (S/DECL 20 Feb 11), ACC/LGC, [49 CONS DOC Statement (U)] 20 Feb 03, SD I-17.

UNCLASSIFIED

(b)(1)

<sup>17</sup> Rpt (S/DECL 7 Aug 11), ACC/LGSI, [49 LRS DOC Statement (U)] 7 Aug 03, SD I-18.

<sup>18</sup> Rpt (S/DECL 23 Jul 11), ACC/DPPMX, [49 MSS DOC Statement (U)] 23 Jul 03, SD I-19.

<sup>19</sup> Rpt (S/DECL 21 May 11), ACC/DOXD, [49 SVS DOC Statement (U)] 21 May 03, SD I-20.

<sup>20</sup> Rpt (S/DECL 7 Aug 11), ACC/FMFPO, [49 CPTS DOC Statement (U)] 7 Aug 03, SD I-21.

<sup>21</sup> Rpt (S/DECL 1 Oct 11), ACC/SGX, [49 MDG DOC Statement (U)] 1 Oct 03, SD I-22.

(b)(1)

## Plans

(b)(1)

<sup>22</sup> Rpt (S/DECL 12 Nov 11), ACC/LGXW, [49 MMG DOC Statement (U)] 12 Nov 03, SD I-23.

<sup>23</sup> Perscon (S/DECL X1), MSgt G Henneman, 49FW/HO, with TSgt Gary W. Townsend, 49FW/XP.

<sup>24</sup> Plan (S/DECL X1), USCINCCOM, "USCINCCENT Operational Plan 1003 (U)," 1 Aug 01.

<sup>25</sup> Plan (S/DECL X1), USPACOM, "Pacific Air Force Operations Plan 5027 (U)," ca. 1998.

(b)(1)

**AEF**

(U) In order to fulfill the deployment requirements of combatant commanders, while giving predictability to its people, the Air Force used the Air and Space Expeditionary Force (AEF) program. Through the AEF, the Air Force organized its deployment and home-station training cycles, creating a structured battle rhythm. Ideally, the Air Force built the AEF cycles to operate on a 15-month rotation. One pair of the AEF (such as AEF 1 and AEF 2) would deploy at the same time on three month rotations. Following the approximately 90 day deployment, a unit would have a 10 month training period followed by a two month preparation period.<sup>27</sup>

(U) For most wings, this cycle included the deployment of both aircraft and people. However, since the F-117A served as low-density, high-demand asset, the 49 FW historically did not deploy its fighters on a rotational basis, but continuously maintained a high state of readiness, capable of responding to short notice taskings. Nonetheless, the wing retained responsibility for deploying over 2,000 Airmen and more than 136 short tons of cargo during the 15 month cycle. Table I-2 lists the number of people and amount of cargo the 49 FW would potentially have to deploy during a single cycle.<sup>28</sup>

**(U) Table I-2: AEF Taskings**

	AEF 1/2	AEF 3/4	AEF 5/6	AEF 7/8	AEF 9/10
<b>PEOPLE</b>	47	1,040	4	212	889
<b>CARGO (SHORT TONS)</b>	0	55.7	0.2	0.9	79.6

SOURCE: Rpt (U), AEFC/AEPX, "TPFDD Library, Cycle 4" Mar 03, SD I-25.

(U) Although designed to function in a steady state or during surge operations, the Air Force made several adjustments to the AEF system to provide forces in support of Operations Enduring and Iraqi Freedom. On 28 January 2003, General Jumper issued a message stating the time had come to increase deployed forces beyond an AEF pair and Airmen deployed under AEF 7/8 since November 2002 "should anticipate remaining in

<sup>26</sup> Plan (S/DECL X1), USPACOM, "Pacific Air Force Operations Plan 5027 (U)," ca. 1998.

<sup>27</sup> Brfg (U), AEFC, "Air and Space Expeditionary Force Familiarization Course, AEF 101," 15 Apr 03, SD I-24.

<sup>28</sup> Rpt (U), AEFC/AEPX, "TPFDD Library, Cycle 4" Mar 03, SD I-25.



## UNCLASSIFIED

place until further notice.”<sup>29</sup> Additionally, on 10 April 2003, the Secretary of the Air Force issued a blanket waiver, lifting the 180-day TDY limitation. These actions initially affected 285 Airmen of the 49 FW deployed during AEF 7/8, most of whom did not return home until June 2003.<sup>30</sup>

(U) In addition to holding Airmen in place deployed in AEF 7/8 and deploying scheduled forces from AEF 9/10, the Air Force also reached forward and pulled people from AEF 1/2, AEF 3/4, and in some instances AEF 5/6. Before 11 September 2001, the Air Force averaged 7,500 Airmen deployed every 90 days. During Operation Enduring Freedom that number increased to 20,000 and peaked at 80,000 for Operation Iraqi Freedom.<sup>31</sup> The 49 FW matched this increase in deployed forces. Although the wing only held responsibility for 483 positions listed in AFWUS in March 2003, the wing had 664 people deployed as of 31 March 2003.<sup>32</sup>

(U) Recognizing the sacrifice and service of Airmen, especially those deployed as part of an AEF, Dr. James Roche and General Jumper sent the following message to all Air Force members on the eve of combat operations in Iraq:

(U) As our nation calls upon its Armed Forces to meet this next challenge in the war on terrorism, the men and women of the United States Air Force will play a pivotal role in striking our enemies, defending our coalition forces, and protecting our allies. As you have always done, you will perform your duties with honor, and with the knowledge that our nation's security depends upon the excellence and professionalism of every Airman in our Air Force.... In this time of conflict and great sacrifice, the admiration, thoughts, and prayers of our entire nation are with you and your families. Do your duty to the best of your ability and we will secure victory, for the sake of our nation and freedom-loving people around the globe.<sup>33</sup>

(U) Following the end of major combat operations and in order to return to a steady-state period of deployments supporting the long-term global war on terrorism, the Air Force outlined two transition periods. Beginning 15 July 2003, and consisting of

---

<sup>29</sup> Msg (U), USAF/CC to ACC/CC, et al, “Deviation from AEF Battle Rhythm,” 28 Jan 03, SD I-26.

<sup>30</sup> Msg (U), CAT Administration to ML 8106, et al, “AF/DP Emergency Action One-Four 180 day-TDY limitation,” 101910Z Apr 04, SD I-27; Slides (U), 49FW, “Deployed Locations,” 22 Jan 03, SD I-28.

<sup>31</sup> Memo (U), AEFC, “AEF Center Commander's Update,” 4 Mar 03, SD I-29; Memo (U), AEFC/CC, “Crisis Planning Update,” 31 Mar 03, SD I-30.

<sup>32</sup> Slides (U), 49FW, “Deployed Locations,” 31 Mar 03, SD I-31.

<sup>33</sup> Msg (U), CSAF, “SECAF/CSAF Message to the United States Air Force,” ca. Mar 04, SD I-32.

UNCLASSIFIED

forces that did not deploy in the previous six to eight months, AEF Blue provided a 120-day deployment cycle followed by AEF Silver on 15 November 2003. Under this plan, the Air Force would complete this transition period by 15 March 2004, with a restoration of the 15-month cycle.<sup>34</sup>

## ORGANIZATIONAL CHANGES

### Combat Wing Organization

(U) On 30 September 2002, the 49 FW adopted the Combat Wing Organization. As a result, several organizational changes took place which effectively moved all aircraft maintenance operations, including crew chiefs, from the fighter squadrons and into maintenance units under the 49th Maintenance Group. In addition, support functions such as contracting and transportation realigned under the 49th Mission Support Group. Although organizational changes took effect in 2002, several smaller issues continued into 2003, such as the relocation of the Maintenance Operations Control Center from inside the 49 FW's Command Post to the maintenance complex at Building 833.<sup>35</sup>

(U) One of the lingering issues from the combat wing organization centered on the need for senior enlisted leadership. In 2003, the wing requested manning from ACC for a Chief Master Sergeant in each group to serve as the group's chief enlisted manager. Although ACC agreed with the concept, it did not provide additional funding or positions. Thus, the wing realigned its Chief Master Sergeants, taking the positions out of hide. Although the 49 FW advocated the importance of these leadership positions, it resulted in validated and approved positions going unfilled.<sup>36</sup>

(U) Similar to the need for senior enlisted leadership, the expanded role of the 49th Mission Support Group required two colonels: one as commander and one as deputy commander. Because the group encompassed so many missions, wing leadership hoped to replace the lieutenant colonel authorization with a colonel. Initially, the wing took care of this change in-house, as it moved a colonel authorization from the 49th Operations Group to the 49th Mission Support Group. Not only did this fill the need of the 49th

---

<sup>34</sup> Memo (U), CSAF, "Chief's Sight Picture: Resuming the AEF Battle Rhythm," 9 May 03, SD I-33; Msg (U), AEFC, "Resuming the AEF Battle Rhythm-Sourcing Plans and Tasks," 16 May 03, SD I-34; Msg (U), AEFC to USCENTAF, et al, "AEF Silver-Resuming the AEF Battle Rhythm-Sourcing Plans and Tasks," 18 Jul 03, SD I-35; Msg (U), AEFC/CCE to ACC/CAT, et al, "Cycle 4 AEF 7/8 Sourcing Plans and Tasks," 14 Oct 03, SD I-36; Newsletters (U), AEFC, "AEF Tempo," Apr-Nov 03, SD I-37.

<sup>35</sup> Note (U): See the 49 FW's Jan-Dec 02 history for more information on the Combat Wing Organization.

<sup>36</sup> Interview (U), TSgt T Berling, 49FW/HO, with Brig Gen J Hunt, 49FW/CC, 22 Dec 03, SD I-2.

Mission Support Group, but realigned the 49th Operations Group with its smaller size. However, ACC later reduced the structure from a colonel to a lieutenant colonel. Under the 49 FW's plan, the deputy commander would focus primarily on the mobility and readiness mission while the commander focused on base support activities. At the end of 2003, the request for the second deputy commander rested with the Air Staff.<sup>37</sup>

#### 417th Weapons Squadron

(U) In response to a 2002 Air Force Chief of Staff initiative, the 417th Weapons Squadron (WPS) activated at Holloman AFB on 13 August 2003 under the command and control of the USAF Weapons School at Nellis AFB, Nevada. Although the 417 WPS did not fall under the 49 FW organizationally, its mission and operations directly impacted the wing's F-117A operations.<sup>38</sup>

(U) In order to better integrate the F-117A and its unique low-observable technology into Combat Air Forces (CAF) operations, the 49 FW advocated the development of an F-117A weapons school. Graduates from the weapons school served as airpower and weapons system experts, fully knowledgeable in every aspect of F-117A employment, tactics, mission planning, and incorporation of the stealth fighter within the CAF. In support of this mission, the squadron employed the following mission statement:<sup>39</sup>

(U) The graduates of the F-117 Weapons School are experts at integrating all facets of airpower in the tactical and operational art of war. Specifically, F-117 weapons officers have completed a master's level course encompassing 400 hours of academics, and 26 sorties in the F-117 over a period of five and one half months. The syllabus is comprised of five phases: aircraft handling characteristics, surface attack, surface attack tactics, integration, and mission employment.... Graduates serve as the tactical expert in their respective organizations and subsequently act as tactical and technical advisors on low observable assets at all levels in the Combat Air Forces. As such F-117 graduates of the Weapons School serves as a force multiplier by ensuring the proper application and integration of airpower to meet the combatant commander's intent.<sup>40</sup>

<sup>37</sup> Interview (U), TSgt T Berling, 49FW/HO, with Brig Gen J Hunt, 49FW/CC, 22 Dec 03, SD I-2; Ltr (U), 49FW/CC to ACC/CC, [Quarterly Letter, Jul-Sep 03] Oct 03, SD I-3.

<sup>38</sup> SO GB-134 (U), ACC, 12 Aug 03, SD I-1; Brfg (U), ACC/XP, "Stand-Up of the F-117 Division," n.d., SD I-38; Brfg (U), ACC, "Holloman AFB USAFWS Det 5, F-117 Site Survey Brief," 9 Oct 02, SD I-39; Brfg (U), ACC, "Backup Slides," 9 Oct 02, SD I-40.

<sup>39</sup> Rpt (U), ACC/XPMO, "Organizational Change Request," Jun 03, SD I-41.

<sup>40</sup> Memo/1 Atch (U), 417WPS, "F-117 Weapons School Mission Statement," n.d., SD I-42.

(U) Comprised of five officers, five enlisted, and two contractors, nine of the 10 military manpower authorizations for the 417 WPS came from positions previously belonging to the 49 FW. Thus, the 49 FW moved three officer positions from the 49th Operations Support Squadron, one from the wing's Safety Office, and one from the 8th Fighter Squadron to support the school. Additionally, four enlisted positions came from the 49th Materiel Maintenance Support Squadron and one moved from the 77th Weapons Squadron at Dyess AFB, Texas.<sup>41</sup>

(U) Under the direction of the 417 WPS Commander, Lt Col Thomas Shoaf, the initial validation course started in July 2003 with completion of training and graduation in December 2003. Following graduation from the weapons instructor course, the first three graduates returned to the 8th and 9th Fighter Squadrons in their intended role as weapons officers. The 417 WPS expected to train five experienced pilots per year, who would go on to serve in leadership roles in the 49 FW, USAF Weapons School, and 53d Test and Evaluation Group.<sup>42</sup>

### **20th Fighter Squadron**

(U) With the German Air Force's purchase of 180 Eurofighter 2000 aircraft, the Luftwaffe began to replace its aged fleet of F-4Fs. As a result, in the fall of 2002, the 20th Fighter Squadron reduced the number of F-4s it used to train German Air Force crews from 23 to 15, eliminating the older models with the AN/APR-120 radars for the more advanced models with the APG-65 radar. Marking the end of five decades of active-duty F-4 operations in the US Air Force, the German Air Force planned on ending all F-4F flying training in December 2004. The final operation training course would end in mid-September 2004 followed by the last weapons instructor course graduation on 8 December 2004.<sup>43</sup>

(U) In support of this planned inactivation, ACC held a Site Activation Task Force (SATAF) at Holloman AFB from 18-21 November 2003 and published ACC Programming Plan 2004-01 on 22 December 2003. The SATAF reviewed five functional areas of operations, maintenance and logistics, manpower and organization, communications, and financial management. Each functional area and the overall SATAF received a rating of green, indicating the program was on track and the established timetable for completing actions attainable. One area of concern centered on the completion of a US-German Consolidated Deed of Gift and Transfer Protocol which

---

<sup>41</sup> Spreadsheet (U), ACC/XPMO, "Authorization Change Request-417th Weapons Squadron," n.d., SD I-43.

<sup>42</sup> Memo (U), 417WPS/CC, "417th Weapons Squadron," May 04, SD I-44.

<sup>43</sup> Memo (U), ACC/DOTS to 49MXG/QAE, "Notice of Inactivation of the 20 FS/GAF F-4 TS," Dec 03, SD I-45.

would transfer the F-4Fs and spare parts to the Aerial Target Drone Program. This agreement needed to be completed at the Secretary of the Air Force level prior to December 2004.<sup>44</sup>

(U) Manning for the 20 FS included 62 US Air Force positions (18 officers, 29 enlisted, and 15 civilian). Two of these positions would transfer to the German Flying Training Center at Holloman AFB, with the remainder phased out between the fourth quarter of FY 2004 and the third quarter of FY 2005. Table I-3 shows the milestones needed to be accomplished in support of the 20th Fighter Squadron inactivation.<sup>45</sup>

(U) Table I-3 20 FS Inactivation Milestones

TITLE	DETAILS	SUSPENSE	STATUS
Aircraft Delivery Schedule Complete	An aircraft delivery (transfer) schedule by tail number and date must be developed to ensure proper induction by AMARC.	12/1/2003	Closed
CAMS Contract Requirements Finalized	CAMS contract requirements must be reviewed and modified, as needed.	7/31/2004	Open
Establish Aircraft Transfer Protocol	Details of the GAF F-4F transfer need to be identified and documented.	8/1/2004	Open
Amended FMS Case Established	The FMS case is required to be extended until 30 Jun 05	7/1/2004	Open
EIAP Complete	EIAP must be complete before any irrevocable actions can take place.	8/31/2004	Open
Inactivation Ceremony Date	Determine 20 FS Inactivation Ceremony date.	7/31/2004	Open
Update Unit Manning Document (UMD)	UMD must be modified/changed/updated as appropriate prior to unit inactivation.	8/1/2004	Open
CAMS Contract Negotiations / Modifications	Required changes to the CAMS contract must be identified, negotiated, and documented.	9/1/2004	Open
F-4F Syllabus Training Ceases	All F-4F flying training will be complete by 31 Dec	12/31/2004	Open
F-4F Aircraft Transfers Complete	All aircraft transfers will be complete NLT 31 Dec	12/31/2004	Open
Publish G-Series Orders	G-Series Orders need to be published prior to unit inactivation.	3/1/2005	Open

<sup>44</sup> Plan (U), ACC/XPX, "ACC Programming Plan 04-01: 20th Fighter Squadron Inactivation," 22 Dec 03, SD I-46.

<sup>45</sup> Memo/1 ATCH (U), 49FW/MO to ACC/XPM, "20th Fighter Squadron Inactivation/F-4 Drawdown Manpower Requirements Package," 15 Jan 04, SD I-47.

(U) Table I-3 (Con't)

Disposition of Aircraft Support Equipment Complete	Aircraft Support Equipment will need to be transferred or disposed of prior to unit inactivation.	3/31/2005	Open
Disposition of Flying Training Support Equipment Complete	Flying Training Support Equipment must be transferred or disposed of prior to unit inactivation.	3/31/2005	Open
Complete Military Personnel Assignment Actions	Assignment actions for all military personnel associated with the 20 FS must be completed NLT 30 Jun 05.	6/30/2005	Open
Complete Civilian Personnel Assignment Actions	Assignment actions for all civilian personnel associated with the 20 FS must be completed NLT 30 Jun	6/30/2005	Open
Drawdown and Inactivation Complete	All actions supporting the drawdown and inactivation must be completed NLT 30 Jun	6/30/2005	Open

SOURCE: Plan (U), ACC/XPX, "ACC Programming Plan 04-01: 20th Fighter Squadron Inactivation," 22 Dec 03, SD I-46.

### KEY PERSONNEL

(U) General Hunt retained his command of the 49 FW throughout 2003. Setting the tone and direction for the wing, General Hunt explained his goals:

(U) We have two real goals. First off is to do the mission, and that involves improving F-117 capabilities and transforming F-117 capabilities to support whatever the President and the Secretary of Defense want us to do. Part of the mission is supporting the GAF training the best we can, which can be a challenge. As White Sands Missile Range closes some of the ranges or uses the ranges for testing, it gets tougher to do that for the German Air Force, but we will work that out and try to make due. So, the mission oriented things are improving F-117 capabilities to meet the real time targeting environment that we see today with decreased planning times, which make the aircraft more responsive to fulfill the needs of the joint forces commander. The second part of the mission is supporting German Air Force training and doing that the best we can. The second goal is improving quality of life the best we can for people, because I believe if you improve quality of life, and you take away some of the problems and issues with life, then the mission becomes easier to accomplish.<sup>46</sup>

<sup>46</sup> Interview (U), TSgt T Berling, 49FW/HO, with Brig Gen J Hunt, 49FW/CC, 22 Dec 03, SD I-2.

(U) Within the wing staff, the most significant change occurred when the former 49th Operations Group commander, Col Charles G. C. Treadway replaced Col John M. Neill as the 49 FW Vice Commander on 7 April 2003. Colonel Treadway brought significant experience to the Vice Commander position, having been stationed at Holloman AFB since 1997. During that time he served as an F-117A Instructor Pilot, 9th Fighter Squadron Operations Officer, Commander of the 49th Operations Support Squadron; and, Wing Director of Staff before assuming duties as the 49th Operations Group Commander.<sup>47</sup>

(U) The majority of staff agency functions changed hands in 2003. Upon the retirement of CMSgt James V. Calendar, CMSgt Matthew D. Pollock assumed the duties of Command Chief Master Sergeant on 7 December 2003. Having been stationed at Holloman AFB since June 2002, Chief Pollock previously served as the 49th Security Forces Squadron Security Forces Manager and the 49th Mission Support Group's Chief Enlisted Manager. On 20 June 2003, Lt Col Mark D. Engeman became the Director of Staff, replacing Lt Col Mark A. Buccigrossi who went on to command the 20th Fighter Squadron. Maj Tim B. Decker handed the reigns of the Wing Executive Officer position to Capt Lamar Coleman on 3 November 2003. 1Lt Gina Sortor replaced 1Lt Glenna M. Soirez as Wing Protocol Officer on 2 September 2003. Three weeks later, on 24 September 2003, Lt Col Skip Hinman became the Chief of Safety in place of Lt Col James Pillar. Maj John Bryan assumed the duties of Public Affairs Officer on 7 June 2003, replacing Maj Tina Barber-Matthew. Following MSgt William Alexander's retirement on 1 February 2003, TSgt Terri J. Berling became the wing's Senior Historian on 1 February 2003. TSgt Trese D. Smith took over the Military Equal Opportunity Office after the departure of SMSgt Joseph M. Lovett on 21 June 2003. On 1 August 2003, command of the 49th Comptroller Squadron passed from Lt Col Kenneth L. Nelson to Maj Regina T. Goff.<sup>48</sup>

(U) As previously noted, Colonel Treadway turned over command of the 49th Operations Group on 7 April 2003. Col Andrew W. Papp, assumed command of the 49th Operations Group, moving up from the deputy commander position. Colonel Papp also served at Holloman AFB from 1990 to 1993 as an F-117A Pilot, Instructor Pilot, Chief of Weapons, Flight Commander, Instructor Pilot/Flight Examiner, and Assistant Operations Officer. After serving on the ACC Staff as the F-117A Program Manager, Colonel Papp returned to Holloman AFB in June 1996 as Commander F-117A Operational Test and Evaluation, Detachment 1, 79th Test and Evaluation Group. He also went on to serve as

---

<sup>47</sup> Bio (U), USAF, "Colonel Charles G. C. Treadway," Aug 03, SD I-48.

<sup>48</sup> Bio (U), USAF, "Chief Master Sergeant Matthew D. Pollock," Jan 04 03, SD I-49; Rosters (FOUO), 49 FW, "Key Personnel Rosters," Feb 03-Jan 04, (information used is U), SD I-50; Orders (U), Various G-series orders filed as SD I-1.

the 9th Fighter Squadron's Operations Officer and commanded the 7th Fighter Squadron from February 1998 to June 1999. Three of Colonel Papp's five squadrons changed hands in 2003. Lt Col Angelo B. Eiland replaced Lt Col Joseph M. Skaja as commander of the 7th Combat Training Squadron on 13 February 2003. On 2 June 2003, command of the 8th Fighter Squadron passed from Lt Col Matthew P. McKeon to Lt Col David F. Toomey III. Also, on 20 June 2003, Lt Col Mark D. Kelly handed command of the 20th Fighter Squadron to Lt Col Mark A. Buccigrossi on 20 June 2003.<sup>49</sup>

(U) After two years of command, Col Timothy P. Ryan passed command of the 49th Maintenance Group to Col Patricia F. Ridgway on 23 May 2003. Colonel Ridgway arrived at Holloman AFB from Davis-Monthan AFB, Arizona, where she served as Deputy Commander of the 355th Maintenance Group. Within the 49th Maintenance Group, the 49th Aircraft Maintenance Squadron changed from the command of Lt Col Mark Rumph to Lt Col Cedric D. George on 22 August 2003. Additionally, Maj Mark Rose assumed command of the 49th Maintenance Operations Squadron from Lt Col Masao Hendrix on 19 May 2003.<sup>50</sup>

(U) Col Hal M. Tinsely retained command of the 49th Materiel Maintenance Group in 2003. Under his leadership, the 49th Materiel Maintenance Squadron changed hands, from Maj Michael W. Hinz to Maj Malcolm E. Blair on 1 July 2003.<sup>51</sup>

(U) Although Col Raymond E. Dinsmore commanded the 49th Mission Support Group through all of 2003, two of his squadron commanders changed. On 16 July 2003, Lt Col David F. DeMartino assumed command of the 49th Civil Engineer Squadron from Lt Col Juan Ibanez, Jr. On 10 June 2003, Maj Mark H. Eichin handed command of the 49th Security Forces Squadron to Maj Stephen L. Weaver.<sup>52</sup>

(U) Col June T. Gavron continued to provide the leadership and direction of the 49th Medical Group throughout 2003. However, two of her three squadrons received new commanders during this period. On 30 June 2003, Lt Col Soledad Lindo-Moon assumed command of the 49th Medical Operations Squadron from Lt Col Michael Mann. Lt Col Leslie K. Ness assumed command of the 49th Medical Support Squadron from Lt Col Renee M. Swanson on 17 March 2003.<sup>53</sup>

---

<sup>49</sup> Bio (U), USAF, "Colonel Andrew W. Papp," Apr 03, SD I-51; Orders (U), Various G-series orders filed as SD I-1.

<sup>50</sup> Bio (U), USAF, "Colonel Patricia F. Ridgway," May 03, SD I-52; Orders (U), Various G-series orders filed as SD I-1.

<sup>51</sup> Orders (U), Various G-series orders filed as SD I-1.

<sup>52</sup> *Ibid.*

<sup>53</sup> *Ibid.*



## DV's/AIRSHOW (U)

(U) The 49th Fighter Wing and Holloman Air Force Base hosted 237 various military and civilian leaders from January through December 2003. These distinguished visitors came to Holloman AFB for a number of reasons, such as observing F-117A operations, witnessing various tests conducted by the 46th Test Group or visiting the German Air Force Flying Training Center. These visits allowed the 49 FW to demonstrate the variety of missions conducted in the New Mexico desert. The following paragraphs provide some brief information on just a few of the many visitors to the base.<sup>54</sup>

(U) On 7 January 2003, Gen Hal M. Hornburg, Air Combat Command Commander and his wife arrived Holloman AFB for his first visit since he became ACC Commander. General Hornburg visited several work centers around Holloman and discussed quality of life issues and the safety of airmen. General and Mrs. Hornburg departed on 8 January 2003.<sup>55</sup>

(U) Franco Harris, football Hall of Famer and former Pittsburgh Steeler, traveled to Holloman AFB on 28 August 2003. As the founder, owner, and CEO of Super Baker, Inc, he presented his line of nutritional pastries and snacks at the Shifting Sands Dining Facility.<sup>56</sup>

(U) As part of a U.S. Southern Command program with the South American Air Forces, more than 20 Uruguayan Air Force and Army officers from the Uruguayan professional military education school visited Holloman Air Force Base on 4 September 2003. They visited BEAR Base, the German Air Force, and viewed the F-117A.<sup>57</sup>

(U) On 8 September 2003, four aviation pioneers returned to Holloman AFB to share stories about the work they did in support of America's space development programs. Col (Ret) Joe Kittinger Jr, Brig Gen (Ret) "Duke" Goldenberg, Monroe Curtis and Richard "Doc" Chubb, visited the balloon operations center to share their memories of "Project Excelsior." Project Excelsior began in 1958 with the goal of developing a system that would provide flight crews with a means of escape from high altitude..<sup>58</sup>

---

<sup>54</sup> Chart (U), 49FW/CCP, "Protocol Projections," 1 Jan-30 Jun 03, SD I-53.

<sup>55</sup> Trip Booklet (FOUO), HQ ACC, "Trip book, Holloman AFB Base Visit . . .," 7-11 Jan 03, (information used is U), SD I-54; Email (U), MSgt S Jones, 49MSS/CCF to 49 MSS/FW Staff, "FW: COMACC Visit," 9 Jan 03, SD I-55.

<sup>56</sup> Photo caption, "Football to finger foods," Sunburst, 5 Sep 03, SD I-56.

<sup>57</sup> Photo caption, "International connection," Sunburst, 12 Sep 03, SD I-57.

<sup>58</sup> 1Lt Heather Newcomb, "Heroes remember 'first step into space,'" Sunburst, 19 Sep 03, SD I-58.

systems on WSMR such as the (b)(1) mosaic Various foreign programs tested at WSMR (b)(1) mosaic

operations.<sup>47</sup> Colonel Papp summed up the impact of these various issues on the 49 FW:

(U) WSMR test priority has caused significant training turbulence lately due to a heavy test schedule utilizing local test/training airspace. 49 OG and FTC [German Flying Training Center] training has been affected with no significant slowdown of testing in the near future. Recommend HQ USAF interface on WSMR to highlight the need to better coordinate shared use of the range airspace to minimize training impacts. We are working it locally, but WSMR testing always trumps training. Request improved HQ USAF and ACC/DRZ oversight of range testing of new and foreign radar systems on WSMR and their impact on local training and testing for LO [low observable] aircraft.<sup>48</sup>

## DEPLOYMENTS

(U) In 2003, the people, aircraft, and equipment assigned to the 49 FW deployed to numerous locations around the world in support of training exercises and real-world combat operations. Primarily supporting the global war on terrorism, the wing sent 1,202 people to over two dozen locations in FY 2003. This marked a significant increase from the previous year, as the wing deployed 623 people in FY 2002.<sup>49</sup>

(U) Support for Operation Iraqi Freedom resulted in the doubling of the number of people deployed. For example, on 25 March 2003, four days after combat operations began in the war against Iraq, the wing had 652 people deployed to the CENTCOM area of responsibility (mostly to Al Udeid Air Base, Qatar). Simultaneously, an additional 45 wing members served in Operation Enduring Freedom, supporting the continuing operations in and around Afghanistan, 121 members of the 9 FS deployed to South Korea for Operation Foal Eagle, and a further 108 people served in various locations around the globe. In total, the wing had 926 people deployed at the peak of the war, nearly one quarter of its total assigned strength. This resulted in increased work hours for those remaining at Holloman AFB, as units such as the 49th Security Forces Squadron had to maintain the same mission for the base with a large number of its troops

<sup>47</sup> Brfg (S/NF/DECL X1), 49 FW, [Testing (U)] n.d., SD I-56; Email/2 ATCH (S/NF/DECL X1), ACC/CV to 49FW/CC, [Assessment (U)] 5 Jun 02, SD I-57; BBP (S/NF/DECL X1), 49 OSS [Discussion (U)], 11 Apr 02, SD I-58.

<sup>48</sup> Letter/4 Atch (U), 49FW/CC to ACC/CC, [Quarterly Letter to COMACC] Oct 03, SD I-3.

<sup>49</sup> Email (U), SSgt J Witmer, 49MSS/DPMDS, to MSgt G Henneman, 49 FW/HO, "Numbers," 27 Jan 04, SD II-59.

deployed. With a manning of 217 people, the 49th Security Forces Squadron supported 142 contingency deployments resulting in 16,975 contingency days for an 82.6 percent contingency TDY rate. However, the 49th Service Squadron had the highest contingency rate in the 49 FW for 2003, as 94 people supported 83 deployments for a 91.5 percent rate. As a result of this high operations tempo, several work centers adopted 12-hour shifts to make up for the personnel shortage.<sup>49</sup>

(U) Although the major combat portion of the war ended by May 2003, the wing continued to provide people and equipment in support of contingency operations. As of 31 December 2003, the wing had 163 people deployed to more than a dozen locations. Table II-7 illustrates the number of people deployed from the wing's five groups and the locations in which they served.<sup>50</sup>

(U) Table II-7: 49 FW Deployment Statistics, 31 December 2003

DEPLOYED FORCES BY GROUP		DEPLOYED FORCES BY LOCATION	
49 MSG	143	Afghanistan	34
49 OG	6	Kyrgyzstan	28
49 MMG	5	Pakistan	27
49 FW Staff	5	Kuwait	18
49 MDG	3	Qatar	18
49 MXG	1	Iraq	16
		Oman	9
		Tyndall AFB, Florida	5
		Uzbekistan	3
		Germany	5
		United Arab Emirates	1
		France	1
		Italy	1

SOURCE: Extract (U), 49 FW, [Slides from Wing Staff Meeting], 7 Jan 04, SD II-60.

#### F-117A Deployments

(U) In 2003, the 49 FW utilized its F-117As in combat operations in the war against Iraq and kept its pilots fully trained while participating in exercises such as Red Flag. Discussion of the wing's most significant deployments is provided on the following pages. However, in addition to sending large aircraft packages to meet national objectives, the wing often sent small numbers of people and fighters to participate in a variety of training exercises. For example, in support of the F-117A pilot training

<sup>49</sup> Extract (U), 49 FW, [Slides from Wing Staff Meeting], 25 Mar 03, SD II-61; Brfg (S/DECL X4), 49FW, "49 FW Home Station Impact (U)," 7 Jan 03, (information used is U), SD II-62; Spreadsheet (U), AFPC, [PERSTEMPO] 4 May 04, SD II-63.

<sup>50</sup> Extract (U), 49 FW, [Slides from Wing Staff Meeting], 7 Jan 04, SD II-60.

program, the wing sent four aircraft on four different occasions to Nellis AFB, Nevada to fulfill weapons school training requirements.<sup>51</sup>

(U) With the location of Holloman AFB in the American Southwest, the wing served in relatively close proximity to other bases and training ranges. This gave the wing the opportunity to train its pilots without having to spend money on transportation and billeting at forward locations. For instance, from 17-20 November 2003, the 8 FS used six F-117As to fly 21 sorties from Holloman AFB to the Utah Test and Training Range, near Hill AFB, Utah during the Weapons Systems Evaluation Program portion of a Combat Hammer exercise. Flying directly from Holloman AFB, missions averaged 4.5 hours and included two air-to-air refuelings. Dropping live munitions, pilots employed 22 bombs (12 GBU-27s, 6 GBU-10s, and 4 GBU-12s). The squadron achieved an 86 percent hit rate, as three weapons failed to guide.<sup>52</sup>

(U) Likewise, on 5 February 2003, the 9 FS sent three F-117As to Nellis AFB, Nevada for participation in a Capstone firepower demonstration. Capstone served as an air power exhibition for the US military's newest general officers, as specific aircraft and weapons were employed to illustrate Air Force missions and capabilities. Upon landing at Nellis, one aircraft broke, making it unfit for static display. Thus, on 6 February, another pilot flew a fourth F-117A to Nellis to help cover the firepower demonstration. Fulfilling the mission on 7 February, two F-117As dropped one GBU-10 each as part of the firepower demonstration and then one of the aircraft made a low pass over the grandstand of dignitaries. The deployed contingent planned to return home on 8 February, but cancelled because of bad weather back at Holloman AFB. Instead, pilots flew two F-117As in a refueling demonstration with a KC-10 tanker for the Air Force Chief of Staff and Secretary of the Air Force. All four F-117As and the 20 deployed support maintainers returned home on 10 February.<sup>53</sup>

#### **Operation Iraqi Freedom<sup>54</sup>**

(U) As the sun began to rise over Baghdad at 0530L on 20 March 2003, Lt Col Dave Toomey and Maj Mark Hoehn released two EGBU-27s each from their F-117As on a bunker at Dora Farms, a compound near the Tigris River. Intelligence led American

---

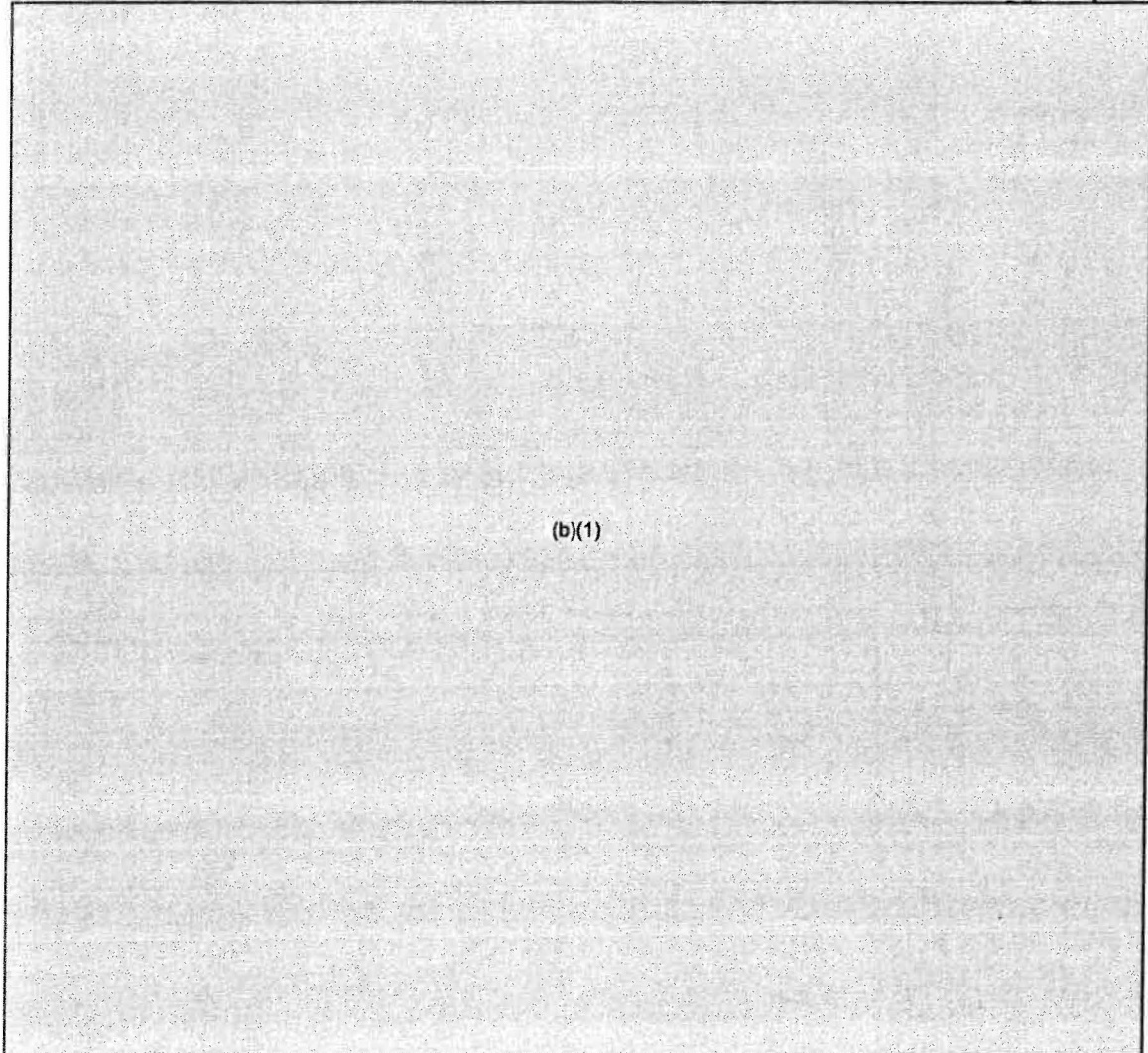
<sup>51</sup> Email (U), Capt A Jerrigan, 8FS/DOW, to MSgt G Henneman, 49FW/HO, "2003 Deployments," 29 Jan 04, SD II-64.

<sup>52</sup> *Ibid.*

<sup>53</sup> Email (U), Capt C Cosnowski, 417WPS/DO, to MSgt G Henneman, 49FW/HO, "2003 Deployments," 2 Mar 04, SD II-65.

<sup>54</sup> (U) Note: The following pages provide a brief overview of the 49 FW's role in Operation Iraqi Freedom. For a thorough operational analysis, see the 49FW History Office's classified special study, "Black Sheep over Iraq—the 49 FW in OIF (U)."

military leadership to believe they had discovered the hiding place of Saddam Hussein. With only four hours notice for mission preparation and execution, the F-117As of the 8th Expeditionary Fighter Squadron launched the opening shot of Operation Iraqi Freedom.<sup>56</sup>



(b)(1)

<sup>56</sup> Interview (U), TSgt T Berling, 49FW/HO, with Lt Col D Toomey, 8FS/CC, "Interview with Col Toomey," 7 Aug 03, SD II-66.

<sup>57</sup> Msg (S/DECL X4), ACC/CAT to 12AF/CC, et al, "OEF DEPORD 177B (U)," 120530Z Jan 03, SD II-67.

<sup>58</sup> *Ibid.*

<sup>59</sup> Msg (S/DECL X4), ACC/CAT to 12AF/CC, et al, "DEPORD 36C (U)," 232224Z Jan 03, SD II-68.

<sup>60</sup> Msg (S/DECL X4), ACC/AODX to 49FW/CC, "Coronet East 084 Air Tasking Order (U)," 181531Z Jan 03, SD II-70; Msg (S/DECL X4), ACC/AOS to 8FS/CC,

~~SECRET~~

U

~~SECRET~~~~SECRET~~ Table II-8: Deployed Tail Numbers

TAIL NUMBER	DATE OF ARRIVAL
80-789	7 Feb 03
81-794	6 Feb 03
81-799	6 Feb 03
82-800	6 Feb 03
85-814	6 Feb 03
85-816	11 Feb 03
85-818	7 Feb 03
85-819	6 Feb 03
85-824	6 Feb 03
85-825	6 Feb 03
85-834	7 Feb 03
87-842	6 Feb 03

U

SOURCE: Chart ~~SECRET~~ 49OSS, "Weekly Equipment Utilization and Maintenance Schedule," 16 Feb 03, SD II-69.

(b)(1)

"Coronet East 084 Air Tasking Order, Change 3 (U)," 101355Z Feb 03, SD II-71; Msg (S/DECL X4), ACC/AOS to 8FS/CC, "Coronet East 084 Air Tasking Order, Change 1 (U)," 022030Z Feb 03, SD II-72; .Brfg (S/DECL X4), 8EFS, "Operation Iraqi Freedom, 20 Mar-3 Apr 03 (U)," n.d., SD II-73; Notes (S/DECL X4), 49FW/BS, "Battlestaff Meeting Notes (U)," 28 Jan-5 Feb 03, SD II-74; Slides (S/DECL X4), 49FW/BS, "Battle Staff Meeting Slides (U)," 23 Jan-5 Feb 03, SD II-75; Email (S/DECL X4), 49FW/CP to Lt Col J Pechiney, 49OSS/IN, "Aircraft SLIP," 2 Feb 03, SD II-76.

<sup>61</sup> Brfg (S/DECL X4), 49FW/IDO, "Operation Enduring Freedom (U)," 27 Jan 03, SD II-77; Rpt (FOUO), 49 FW, "DSOE Processing/Recap Report," 28 Jan 03, SD II-78; Notes (S/DECL X4), 49FW/BS, "Battlestaff Meeting Notes (U)," 28 Jan-5 Feb 03, SD II-74.

~~SECRET~~

(b)(1)

SOURCE: Brfg (S/DECL X4), 8EFS, "Operation Iraqi Freedom, 20 Mar-3 Apr 03," n.d., SD II-73.

(U) Reflecting on the deployment from Holloman AFB, one pilot wrote:<sup>63</sup>

(U) The night we deployed our aircraft, all of us were overwhelmed by those who were there to see us off. The support from our sister squadron was unparalleled. As their entire squadron and their maintenance counterpart worked 24 hours a day for three straight days to provide us with the best F-117As to take into the impending battle, we were able to focus our thoughts on our families and loved ones in preparation for our call to duty. As both my crew chiefs helped me strap into their aircraft as I prepare to take it to war, A1C Thomas Cook wished me "Good luck, sir" and SSgt Paul Wyatt said "Be safe, sir and hurry back. Now go make history." Their comments and actions conveyed their pride in what they do. And I was just as proud of them.

(U) My first sight as I taxied out of the hangar was that of an entire row of maintenance troops lined up in formation along the canyon taxiway. As I taxied by, they all saluted in unison and beamed with pride. And the highest rank I saw out there was Staff Sergeant. I taxied by knowing I was sitting in the best product they had to offer. Our launch that night was first class.

(U) Further down the canyon, our spouses and families lined the left side of the taxiway. Amidst the group of proud waves and blowing kisses, all of us focused on those who mean the most to us. Intently searching to make that one last eye contact that would have to last each of us for months. Emotions ran high on both sides of the cockpit glass.

<sup>62</sup> Brfg (S/DECL X4), 8EFS, "Operation Iraqi Freedom, 20 Mar-3 Apr 03," n.d., SD II-73.

<sup>63</sup> Ltr (U), Cruiser, "A fighter pilot's goodbye," Desert Eagle, 2 Apr 03, SD II-79.



(U) The next salute was from a "Patton-esque" Colonel Hunt, standing all alone at attention in front of his staff car. As we left the lit canyon area, his long proud unwavering salute sent us off to battle as if to say "Do well men, and return home safe".

(U) Rounding the corner to the runway, we taxied by Colonel Treadway and Colonel Papp and their wives. Both saluted with almost a fatherly look that conveyed the message of "go forth and do what you are trained to do" mixed with a look of "I would do anything to be there with you". The four of them followed us to the runway, where Col Treadway spoke to each pilot individually through the headset, personally launching us on our journey.

(U) As we took the runway and blasted off into the night, I saw the flash of the cameras and felt the weight of the stares of all the friends and families gathered there to see us off into the darkness. I could sense our loved one's thoughts and prayers as we disappeared from sight. It is those thoughts and prayers that I ask from all of you now.

(U) In contrast to the emotions of a deploying pilot were the sentiments of a former F-117A pilot serving as an Air Force Recruiting Squadron Commander. In a series of motivational messages to his troops, he wrote the email below after the first attack on Baghdad:

(U) I'm feeling a bit odd and queer, kinda strange today...a little out of sorts...can't nail it down, the emotions and different sort of anxiety within...when I watched the news late last night and listened to reports of "Back to Baghdad" with first wave of cruise missiles and F-117As...hum...you know, the two major wars since Vietnam, Desert Storm and Allied Force, I was at the tip of the tip of the operational push – I was in an F-117A on the first night of Desert Storm in Iraq and I was in the last wave the last night of Desert Storm – I was in an F-117A the first wave the first night of Allied Force...if I was in the F-117A program right now I'd have been among those F-117As last night; yet, I could not be more proud to be where I am now and doing what I'm doing now...part of my heart and spirit is with those phenomenal professional warfighters in the Middle East, right there with them on the flight line, in the cockpit, in the life support shop, in the "war room," in the command post, in the intel shop, targeting shop, planning cell...taking care of everyone, looking over everything, making sure all is well; still, ALL of me is here with all of you and that's ok – they'll be all right over there...they're gunna lick 'em and they're gonna do it right. And don't forget where they all came from....<sup>63</sup>

---

<sup>63</sup> Email (U), Lt Col D Zelko to 368RCS All, "update to an Early Thanks," 20 Mar 03, SD II-80.



(b)(1)

(U) Maj S. Clinton Hinote served a key role in the operational planning of the F-117As as the liaison officer to the Combined Air Forces Component Commander at Prince Sultan Air Base, Saudi Arabia. Although Major Hinote coordinated and reviewed all of the F-117A missions during Operation Iraqi Freedom, his expertise was particularly called upon for the 20 March 2003 decapitation strike. Lt Gen Michael Moseley asked Major Hinote "The answer I owe the President is, is this doable? If it is, what is the risk" to which Major Hinote replied, "Yes sir, it is doable... The risk is going to be high." Among the options that Major Hinote presented to General Moseley, which the commander approved, was a plan for two F-117As to penetrate Iraqi airspace and hit the target. As the mission unfolded, Major Hinote sat by tensely and nervously awaiting news. Confirmation of the strike first came from the British SkyNews channel and air refueling tankers relayed the message that the fighters had safely exited Iraq.<sup>66</sup>

(b)(1)

<sup>65</sup> Extract (S/NF/DECL X4), 8FS, [OIF Lessons Learned (U)] n.d., SD II-81.

<sup>66</sup> Rpt (U), 49OSS, "OIF/OEF Record of Significant Accomplishment: Hinote" n.d., SD II-82.

<sup>67</sup> Brfg (S/DECL X4), 8EFS, "Operation Iraqi Freedom, 20 Mar-3 Apr 03," n.d., SD II-73.



(b)(1)

SOURCE: Brfg (S/DECL X4), 8EFS, "Operation Iraqi Freedom, 20 Mar-3 Apr 03," n.d., SD II-73.

(U) Making the operational mission possible, the 49th Maintenance Group deployed a team of 105 Airmen in a range of specialties from avionics to crew chiefs to weapons specialists. The advanced echelon (ADVON) team left Holloman AFB on 29 January, followed by the main body on 31 January, and the ESTA on 3 February. However, the ESTA crew did not have a dedicated aircraft and were literally stranded at Moron until Captain Mullinax was able to get a C-17 diverted within Spain, from Rota to Moron. The lack of a dedicated ESTA could have become a large problem if an F-117A diverted for maintenance trouble half-way to the AOR.<sup>68</sup>

(U) Another overall problem centered on not bringing enough or the appropriate parts to Qatar for use in maintenance operations. Not only were the items in the War Reserve Supply Kit (WRSK) insufficient for sustained combat operations, but getting parts into the theater took between seven and 10 days. In one instance it took 28 days to get a part. 1Lt Jose R. Martinez recommended that before deployment "personnel from LRS, AMXS and MXS need to sit down and figure out the problems for a particular AOR."<sup>69</sup>

(U) This deployment marked the first time that F-117As were not maintained in closed shelters during home station or combat operations. Instead, they parked under sunshades. While this did not effect sortie generation for the short-term, the penetration of blowing sand, dirt, and sunlight into the radar absorbent material (RAM) could have impaired operations if they went on for a longer period. In fact, even a year after returning to Holloman AFB, some F-117As still had issues with sand in the RAM from Operation Iraqi Freedom. Lieutenant Martinez noted that the storage of F-117As needs to be clearly established in writing, so the host base can be directed to find hangar space.

<sup>68</sup> Memo (U), 49AMXS/MXAA to 49AMXS/CC, "Trip Report for Operations Enduring and Iraqi Freedom," 2 Jul 03, SD II-83.

<sup>69</sup> *Ibid.*

The total effort of the maintenance team is reflected in the mission capability statistics shown in Table II-11.<sup>69</sup>

(U) Table II-11: Operation Iraqi Freedom Maintenance Statistics<sup>70</sup>

	FEB	MAR	APR	TOTAL
<b>SORTIES FLOWN</b>	151	201	66	418
<b>HOURS FLOWN</b>	404.4	604.2	355.7	1364.3
<b>ACC PROG SORTIE UTE RT</b>	14.4	14.4	14.4	14.4
<b>ACT SORTIE UTE RATE</b>	12.6	16.8	5.5	1.9
<b>SORTIES SCHEDULED</b>	164	203	66	433
<b>POSSESSED HOURS</b>	8064.0	8928.0	6048.0	23040.0
<b>MC HOURS</b>	6161.1	6995.6	5566.1	18722.8
<b>MC RATE</b>	76.4	78.4	92.0	81.3
<b>FMC HOURS</b>	6161.1	7108.5	5566.1	18835.7
<b>FMC RATE</b>	76.4	79.6	92.0	81.8
<b>TNMCM HOURS</b>	789.3	1192.2	152.9	2134.4
<b>TNMCM RATE</b>	9.8	13.4	2.5	9.3
<b>TNMCS HOURS</b>	1113.6	1159.2	339.1	2611.9
<b>TNMCS RATE</b>	13.8	13.0	5.6	11.3
<b>NMCB HOURS</b>	0.0	419.0	44.8	463.8
<b>NMCB RATE</b>	0.0	4.7	0.7	2.0
<b>TOTAL CANNES</b>	0	8	1	9
<b>CANN RATE</b>	0.0	4.0	1.5	2.2
<b>BREAKS</b>	7	25	2	34
<b>BREAK RATE</b>	4.6	12.4	3.0	8.1
<b>AIR ABORTS</b>	0	0	0	0
<b>AIR ABORT RATE</b>	0.0	0.0	0.0	0.0
<b>GROUND ABORTS</b>	12	11	2	25
<b>GROUND ABORT RATE</b>	7.4	5.2	2.9	5.6
<b>TOTAL ABORT RATE</b>	7.4	5.2	2.9	5.6
<b>REPEATS</b>	0	1	0	1
<b>RECURS</b>	1	7	1	9
<b>REPEAT/RECUR RATE</b>	2.4	8.5	9.1	6.8

SOURCE: Spreadsheet (U), 49OSS/OSOS, [Deployed Statistics] n.d., SD II-84.

(U) Another potential long-term issue centered on the number of maintenance troops deployed. Although the amount sent in a reduced UTC worked for this operation, it may not have for a longer period. Local policies mandated 12-hour shifts/seven days a

<sup>69</sup> Memo (U), 49AMXS/MXAA to 49AMXS/CC, "Trip Report for Operations Enduring and Iraqi Freedom," 2 Jul 03, SD II-83.

<sup>70</sup> (U) Note: The table on the previous page records 371 total sorties compared to 418 on this table. This table includes the deployment and redeployment of aircraft while the previous table reflects the number of sorties in theater.

week. Coupled with a "light and lean" UTC, emergency leaves, additional detail taskings, and illnesses, the F-117A maintenance operation had little flexibility. This proved especially true for some shops that only had one individual from a specific specialty.<sup>72</sup>

(U) Several individual efforts contributed to the successful support of the F-117A combat operations. As an example, deployed Aerospace Ground Equipment (AGE) technicians troubleshooted and identified a tripped fault reset problem on the PD501 air-conditioner. Capt Danny P. Maheux served as the deployed Munitions Flight Commander and managed over eight million pounds of munitions valued at more than \$1 billion. Survival equipment specialists such as TSgt Billy Mayfield and SrA Brett Bernhardt of the 49th Maintenance Squadron inspected and repacked 378 drag chutes, 99 of which were used in combat sorties.<sup>73</sup>

(U) After completing their mission, the team deployed in support of the F-117As returned home over the second and third weeks of April 2003. Making for a very special homecoming, three Team Holloman members held their newborn babies for the first time when they returned home. After two and a half months of pictures via email, Capt. Alex Jernigan, Tech. Sgt. Joseph Vest and Senior Airman Christopher Osterholm, were introduced to their newborns. Captain Jernigan stated that while deployed he had new pictures of his son and family waiting for him each day at work, and that seeing his son for the first time was very exciting. According to Sergeant Vest the moment he held his newborn was a very special moment and nothing could've prepared him for the first time. The newest dad of the group, Osterholm, stated he was overjoyed when he learned of his daughter's birth and that words couldn't describe the way he felt when he first held her.<sup>74</sup>

#### *Individual Stories*

(U) In addition to the combat employment of the F-117As, the 49 FW deployed hundreds of Airmen throughout the CENTCOM AOR. Most of these taskings consisted of single-person deployments or small teams of two or three people. Participation in Operation Iraqi Freedom stretched across the wide range of wing functions and ranged from security forces to transportation to communications personnel. Discussion over the

---

<sup>72</sup> Memo (U), 49AMXS/MXAA to 49AMXS/CC, "Trip Report for Operations Enduring and Iraqi Freedom," 2 Jul 03, SD II-83.

<sup>73</sup> Rpt (U), 49AMXS, "OIF/OEF Record of Significant Accomplishment," n.d., SD II-85; Rpt (U), 49MXS, "OIF/OEF Record of Significant Accomplishment: Yeggy, Buchanan, Archer, and Saleem" n.d., SD II-86; Rpt (U), 49MXS, "OIF/OEF Record of Significant Accomplishment: Maheux" n.d., SD II-87; Rpt (U), 49MXMF, "OIF/OEF Record of Significant Accomplishment" n.d., SD II-88.

<sup>74</sup> A1C V LaBoy, "Love at First Sight," Sunburst, page 8, 25 Apr 03, SD II-89.

following pages provides an overview of some individual deployments, but is only a fraction of the total wing effort.<sup>74</sup>

(U) From 23 December 2002 to 1 June 2003, the 49 FW's Public Health Officer, 1Lt Steven J. Keifer played a key role at the front lines of Operation Iraqi Freedom. Lieutenant Keifer initially served at Al Jaber Air Base, Kuwait and became one of the first Air Force medical personnel into southern Iraq, arriving at Tallil Air Base, Iraq on 31 March 2003. As a member of the ADVON team, Lieutenant Keifer arrived at the newly acquired air base within hostile territory and assessed the medical needs and assets available at Tallil Air Base. He reviewed the proposed services that would be provided to coalition forces at the site including public health, preventive medicine support, and environment health risk guidance.<sup>75</sup>

(U) The 49th Maintenance Squadron deployed many of its Airmen in support of the continued global war on terrorism. For example, TSgt William R. Lamb, SrA Philip Wilson, and A1C Michael D. Elliot built bombs while deployed to Diego Garcia. Back at Holloman AFB, SrA Saleem Mohammed, 49th Maintenance Squadron prepared almost 300 short tons of equipment for deployment to Al Udeid Air Base. At Prince Sultan Air Base, Saudi Arabia, SrA Richard M McClung calibrated over 160 pieces of equipment, mostly related to F-15 *Eagle* operations.<sup>76</sup>

(U) On 27 November 2003, SSgt Dana J. Johnson of the 49th Fighter Wing's Command Post deployed to Al Jaber Air Base. During the initial phases of Operation Iraqi Freedom, Sergeant Johnson responded to eight enemy missile launches and implemented alarm conditions, alerting the assigned personnel. She moved forward to Tallil Air Base, building up the first Air Force command post in Iraq. In addition to providing command and control for wing leaders, Sergeant Johnson overcame the

---

<sup>74</sup> Spreadsheet (U), AFPC, [PERSTEMPO] 4 May 04, SD II-63.

<sup>75</sup> Rpt (U), 49AMDS to 49FW/HO, "Record of Significant Accomplishment, 1Lt Kiefer," 3 Feb 04, SD II-90.

<sup>76</sup> Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, A1C Elliott," Feb 04, SD II-91; Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, TSgt Lamb," Feb 04, SD II-92; Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, SrA Wilson," Feb 04, SD II-93; Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, SrA Saleem," Feb 04, SD II-94; Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, SrA McClung," Feb 04, SD II-95; Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, SSgt Linde," Feb 04, SD II-96; Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, SSgt Kadous," Feb 04, SD II-97.

limitations of being one of the first people in the first air base in Iraq, which initially had no running water, toilets, showers, or tents.<sup>78</sup>

(U) Although most of the wing's personnel deployed at the height of combat operations in the spring of 2003, several continued to serve throughout the year. Demonstrating the diverse skills demanded of deployed Airmen, SrA Daniel L. Clark of the 49th Maintenance Squadron's Precision Measurement Equipment Laboratory deployed to Tallil Air Base from 3 July to 27 October 2003. While at Tallil, SrA Clark served as a security forces augmentee, escorted Iraqi enemy prisoners of war for medical treatment, laid over 1,000 yards of concertina wire, and became trained in and operated High Mobility Multi-purpose Wheeled Vehicles (commonly referred to as HUMVEES).<sup>79</sup>



(U) Col Charles G. C. Treadway, 49th Fighter Wing Vice Commander, presents MSgt Joel M. Samuelson, 49th Contracting Squadron, with the Bronze Star for his service in Iraq.

<sup>78</sup> Rpt (U), 49FW/CP to 49FW/HO, "Record of Significant Accomplishment, SSgt Johnson," Feb 04, SD II-98.

<sup>79</sup> Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, SrA. Clark," Feb 04, SD II-99.

(U) Like Airman Clark, MSgt Joel M. Samuelson, 49th Contracting Squadron, deployed at a time when most members of the 49 FW served at home, close to their friends and family. Initially, on 3 June 2003, Sergeant Samuelson deployed in support of the 1st Expeditionary Red Horse Group at Al Udeid Air Base and served as the group's contingency contracting officer. However, Sergeant Samuelson went on to assist Combined Joint Task Force-7 at Baghdad, Iraq from 11 September to 10 November 2003—the Baghdad Contracting Office served as a hub which supported over 40,000 coalition forces inside Iraq. In addition to primarily serving US Army forces, the contracting office also assisted Australian forces, the Turkish Embassy, a Japanese ADVON team and various Iraqi ministries. Although the Baghdad Contracting Office handled over \$16 million in contracts every month, Sergeant Samuelson served as one of only two contingency contracting officers. One problem encountered centered on the expectation of Iraqi contractors, who anticipated the award of large contracts from the US Army and Coalition Provisional Authority. These companies were reluctant to bid on smaller contracts, until Sergeant Samuelson explained “if they could demonstrate they could deliver on the small dollar purchase orders, they would be considered for the large dollar contracts.” Overall, Sergeant Samuelson described his deployment as:<sup>79</sup>

(U) ...a rewarding experience, no doubt, Iraq is still dangerous with daily gunfire and frequent mortar attacks against the Coalition Forces. The first priority of work was and always should be security. Constant and continual situational awareness, alertness and watching out for each other were on the forefront of everyone's mind. I believe the key to being successful on any deployment is to remain flexible.<sup>80</sup>

#### Foal Eagle

(b)(1)

<sup>79</sup> Memo (U), 49CONS/LGCA to ACC/LGCO, “After Action Report for Deployment in support of Operation Iraqi Freedom,” 12 Jan 03, SD II-100.

<sup>80</sup> *Ibid.*



(b)(1)

(U) One week before the 9 FS's deployment to South Korea, four armed North Korean jet fighters intercepted a USAF RC-135S *Cobra Ball* reconnaissance aircraft over the Sea of Japan, about 150 miles from North Korea's coast. With radar locked on, the North Korean fighters flew next to the reconnaissance aircraft for 22 minutes and came within 50 feet of the RC-135S, before it broke-off its mission and safely returned to Kadena Air Base, Japan. This marked the first such incident since a North Korean MiG-17 shot down a US Navy EC-121 in April 1969, killing all 31 aboard. North Korean leaders used this incident to call for a cancellation of the Foal Eagle exercise. In fact, North Korea even threatened that continuation of Foal Eagle could result in their withdrawal from the 50-year old armistice ending the Korean War. However, American and South Korean officials emphasized the defensive nature of the Foal Eagle exercise, which went ahead as scheduled.<sup>83</sup>

(U) Regardless of North Korean provocations, six F-117As took off from the Holloman AFB runway in the early morning of 10 March 2003. Eight hours later, the Nighthawks landed uneventfully at Hickam Air Base, Hawaii. On 12 March, pilots completed the second leg of the journey to Kunsan Air Base, South Korea, flying another 12 hours over the Pacific Ocean. Overall, the 49 FW deployed 128 people and 97.2 short tons of equipment in support of Foal Eagle (42 people and 83.7 short tons deployed via two C-141s and one C-747 while 86 people and 13.5 short tons moved by commercial air).<sup>84</sup>

(U) Similar to the Operation Iraqi Freedom deployment, the largest obstacle in getting to Korea centered on the movement of the ESTA team. Although airlift for the ESTA had been initially identified and funded, the maintenance package had to be reconfigured and reduced, creating an "ESTA Light." This later resulted in maintenance problems, as certain items that should have been available, such as jackstands, were left at Holloman AFB.<sup>85</sup>

(U) Living and working conditions sometimes proved difficult. While the host 8 FW at Kunsan Air Base provided hard billets for pilots, all other people stayed in tent

---

<sup>82</sup> Msg (S/DECL 3 Mar 13), ACC/CAT to 49FW/CC, "DEPORD (U)," 032016Z Mar 03, SD II-101; 1Lt T Montgomery, "Largest joint, combined exercise kicks off," 17 Mar 03, PACAF News, SD II-102.

<sup>83</sup> K Rhem, "North Korea Intercepts Air Force Aircraft," AF Print News, 4 Mar 03, SD II-103.

<sup>84</sup> Rpt (U), 9 FS, "Foal Eagle '03/FDO-A AAR," 8 Oct 03, SD II-104; Spreadsheet (U), 49 LRS/LGRR, "Foal Eagle," 23 Apr 03, SD II-105.

<sup>85</sup> Rpt (U), 9 FS, "Foal Eagle '03/FDO-A AAR," 8 Oct 03, SD II-104.



city. Initially, people had a favorable impression of tent city, which included a number of morale building accoutrements (television, games, mini-exchange, etc...). However, as the deployment reached into the heavy rainfall season of May, life became quite uncomfortable and the deployed Holloman team moved into a vacated dormitory. Likewise, an already limited amount of transportation became more troublesome as the host unit called for its vehicles back in support of its PACAF Operational Readiness Inspection. Nonetheless, the deployed Holloman team persevered by sharing vehicles and using the base shuttle.<sup>86</sup>

(U) Typically, most Foal Eagle sorties consisted of two-ship departures with short navigational routes to a range target. Weather attrition, poor imagery and early maintenance problems resulted in approximately 77 percent mission effectiveness for the F-117As, well-below standards and typical performance. However, for the types of targets the squadron was tasked to fly against, exercise coordinators regarded the F-117A performance as "very beneficial" to meeting Combined Forces Air Component Commander objectives.<sup>87</sup>

(b)(1)

(U) Lt Col David Wooden, 9 FS Commander, described overall maintenance support as superb, witnessed by the generation of a 22 UTE rate (well above the home station average of a 14.9 UTE rate). In spite of lengthy logistics and parts delays and a shortage of needed tools caused by the reconfiguration of the ESTA package, the maintainers aggressively worked all problems quickly. Additionally, the work of four deployed crew chiefs, who successfully launched 274 sorties for over 550 flying hours, and returned the F-117As into shelters every night, contributed to the success of the

<sup>86</sup> Rpt (U), 9 FS, "Foal Eagle '03/FDO-A AAR," 8 Oct 03, SD II-104.

<sup>87</sup> *Ibid.*

<sup>88</sup> Msg (S/DECL X4), ACC/CAT to 49FW/CC, [Foal Eagle Deployment Order (U)] 020221Z Apr 03, SD II-106.

<sup>89</sup> See Note 86.

mission. Table II-12 lists the maintenance statistics by aircraft tail number and overall totals.<sup>89</sup>

(U) Table II-12: Foal Eagle Maintenance Statistics

	786	796	812	828	817	832	TOT
HOURS FLOWN	84.7	87.0	89.0	109.3	81.2	100.5	551.7
SORTIES SCHE'D	55	55	55	68	44	58	335
SORTIES FLOWN	42	41	44	59	36	52	274
POSSESSED HOURS	2040.0	2112.0	2040.0	2112.0	2112.0	2028.7	12444.7
MC HOURS	1540.8	1359.8	1813.4	2083.4	1482.4	1706.9	9986.7
MC RATE	75.5	64.4	88.9	98.6	70.2	84.1	80.2
TNMCM HOURS	335.0	154.5	18.3	28.6	110.8	70.9	718.1
TNMCM RATE	16.4	7.3	0.9	1.4	5.2	3.5	5.8
TNMCS HOURS	164.2	597.7	208.3	0.0	518.8	250.7	1739.7
TNMCS RATE	8.0	28.3	10.2	0.0	24.6	12.4	14.0
NMCB HOURS	75.8	4.6	0.0	0.0	1.3	1.3	83.0
NMCB RATE	3.7	0.2	0.0	0.0	0.1	0.1	0.7
BREAKS	0	3	4	1	4	2	14
BREAK RATE	0.0	7.3	9.1	1.7	11.1	3.8	5.1
12 HOUR FIXES	0	2	4	1	3	1	11
12 HOUR FIX RATE	0	66.7	100.0	100.0	75.0	50.0	78.6
AIR ABORTS	0	0	0	1	2	0	3
AIR ABORT RATE	0.0	0.0	0.0	1.7	5.6	0.0	1.1
GROUND ABORTS	1	3	0	1	1	0	6
GROUND ABORT RATE	2.3	6.8	0.0	1.7	2.7	0.0	2.1
TOTAL ABORT RATE	2.3	6.8	0.0	3.3	8.1	0.0	3.2

SOURCE: Spreadsheet (U), 49 MOS/MXOOA, "Foal Eagle," 29 May 03, SD II-105.

(U) Overall, Colonel Wooden described the Foal Eagle and the Flexible Deterrent Option Alpha as "a huge success." He explained the reasons for his evaluation:<sup>90</sup>

(U) The valuable training and experience that was gained provided great value to all our "Team Stealth" members as well as several organizations of the 8 FW. They demonstrated the ability to adequately receive follow-on forces and "Take the Fight North". We earned valuable knowledge about theater flying, integration, intelligence/imagery and operating in the Korean area of responsibility.<sup>91</sup>

<sup>89</sup> Rpt (U), 9 FS, "Foal Eagle '03/FDO-A AAR," 8 Oct 03, SD II-104.

<sup>90</sup> *Ibid.*

<sup>91</sup> *Ibid.*

### Red Flag

(U) From 18-31 October 2003, the 9 FS deployed eight F-117As and 124 people to Nellis AFB, Nevada for participation in Red Flag 2004-01. Administered by the Air Warfare Center, Red Flag served as the Air Force's most realistic airpower training exercise, providing a forum for pilots to train in a simulated war environment. This two-week composite force exercise, which took place at the Nevada Test and Training Range, included the participation of nearly two dozen flying squadrons ranging from F-16CGs of the Toledo Air National Guard to US Navy FA-18s stationed at China Lake, California.<sup>92</sup>

(U) Historically, because of the nature of the F-117A mission, the fighters practiced their war fighting skills at night and separate from other aircraft packages. However, in an effort to expand the roles and missions that F-117As provided to combatant commanders, this exercise marked several Red Flag firsts. These included F-117As flying in formation with other aircraft for the first time during a Red Flag exercise, including both low-observable night missions and conventional daytime missions. Additionally, F-117A pilots used night vision goggles for the first time during Red Flag. As well as setting out to accomplish these firsts, the 9 FS set three overall objectives: 1) Participate in Red Flag coalition warfare; 2) Integrate F-117As into conventional packages; and, 3) Practice Time Sensitive Targeting procedures with the Combined Air Operations Center.<sup>93</sup>

(U) Demonstrating the importance of the F-117As to this particular Red Flag, the number one objective set by the deployed force commander stated, "Integrate low observable/coalition warfighter aircraft into a cohesive, joint, composite force package." Overall, the 9 FS flew 110 of 124 tasked sorties – two sorties were lost to maintenance and the other 12 to weather cancellations. Subtracting flying to and from Nellis AFB and familiarization sorties, pilots actually flew 82 operational air interdiction and destruction of enemy air defense sorties for 130.1 hours. A typical flying day included six day and six night sorties, with a mixture of surface attack and time sensitive targeting missions.<sup>94</sup>

(U) From this exercise, the 9 FS garnered several lessons learned. Most importantly, Red Flag 2004-01 demonstrated the viability of the Infrared Target-scene Simulation Software (IRTSS), which proved its usefulness in low altitude attacks. Pilots attributed the success of striking two key desired mean points of impact on the IRTSS. With this new system, pilots knew what an exact target looked like on the cockpit display before flying the actual mission. Designed by the Air Force Research Laboratory, IRTSS utilized satellite imagery, target models, weather forecasts, and imaging sensor

---

<sup>92</sup> Brfg (U), 9 FS, "Red Flag 04-01 After Action Review," Nov 03, SD II-107; Rpt (U), 414 CTS, "Red Flag 04-01 Summary," SD II-108.

<sup>93</sup> See Note Above.

<sup>94</sup> See Note 91.

performance parameters to give pilots a three dimensional computer presentation of the identified target during the mission planning phase. Similarly, Red Flag also proved the capability of Reachback procedures, as computer targeting and intelligence capabilities from home station were successfully transmitted via satellite to the deployed team at Nellis AFB.<sup>95</sup>

(U) With the F-117A being a relatively recent player in the conventional coalition training at Red Flag, several areas still needed work. The integration and development of tactics did not always factor in unique F-117A requirements. Likewise, during post-flight debriefings, 9 FS pilots found little useful information or feedback on overall effectiveness of certain F-117A tactics employed.<sup>96</sup>

(U) Despite these problems, the 9 FS participation in Red Flag yielded positive results. Pilots recorded a 97 percent hit rate against simulated targets, made possible by a 98 percent maintenance effectiveness rate. For the first time, the F-117As successfully integrated with conventional packages during a Red Flag exercise, which resulted in an enhanced destruction of enemy air defenses capability. Pilots also found the use of night vision goggles "very helpful" during Red Flag missions.<sup>97</sup>

## 20 FS Deployments

### B-Course Mission Employment

(U) In 2003, the 20 FS conducted four deployments in support of its basic course (B-Course), used to train German Air Force crews in F-4 fundamentals. The first deployment took place from 27 May to 12 June 2003, as the 20 FS sent six F-4s and 53 people to Nellis AFB, Nevada for a mission employment exercise. Participating in composite force flying with German Tornados, US Air Force F-15C/Es and F-16s, and US Navy EA-6Bs, students gained experience using the APG-65GY Pulsed Doppler radar integrated with AIM-120B missile tactics.<sup>98</sup>

(U) Overall, the 20 FS flew 49 of 50 planned sorties, with one sortie lost due to a ground abort. Improving mission effectiveness, the 20 FS used a three fuel tank configuration, which increased flying time and resulted in positive mission outcomes. In

---

<sup>95</sup> Brfg (U), 9 FS, "Red Flag 04-01 After Action Review," Nov 03, SD II-107; Rpt (U), 414 CTS, "Red Flag 04-01 Summary," SD II-108.

<sup>96</sup> See Note Above.

<sup>97</sup> See Note 94.

<sup>98</sup> Memo/1 ATCH (U), 20FS/CC to GAF F-4 TS/CC, et al, "June 2003 - Mission Employment (ME) After-Action Report," 17 Jun 03, SD II-109.

explain the importance of deploying to different bases for training. He stated that this experience gave pilots a big picture perspective and prevented the aircrew from falling into a "training squadron mode."<sup>109</sup>

(U) From 1-11 December 2003, the 20 FS returned to Nellis AFB for another B-Course mission employment with five F-4s and 52 people. Conducted in the same manner as the June 2003 deployment, F-4 pilots gained APG-65GY experience during this exercise while participating with large composite forces and integrating AIM-120B tactics. Overall, the 20 FS flew 38 of 38 planned sorties, including four continuation training sorties in support of the Tornado Weapons School.<sup>110</sup>

(U) Also like the June deployment, the 20 FS participated in both Red Air and Blue Air missions. In the Red Air role, the F-4s simulated employing the Russian AA-10C missile against USAF A-10s, F-15s, and US Navy EA-6s during the USAF mission employment phase. Although the squadron flew against superior numbers of aircraft, armed with better weapons, the F-4s APG-65GY<sup>111</sup> radar gave the older technology fighters a more equitable chance in the fight.<sup>112</sup>

### EXERCISES (U)

(U) The 49th Fighter Wing Plans and Inspections Office tested the wing's ability to deploy forces (known as a Phase I), operate in a chemical warfare environment (known as a Phase II), and respond to a number of local contingencies. Overall, this agency tested the wing's ability to respond to various plans and potential higher headquarters taskings. In 2003, the wing held 10 exercises, nicknamed Coronet Gold Rush.<sup>113</sup>

---

<sup>109</sup> Memo (U), Project Officer to 49OG/CC, "Miramar NAS Deployment Trip Report," 21 Nov 03, SD II-112.

<sup>110</sup> Memo/1 ATCH (U), 20FS/CC to GAF F-4 TS/CC, et al, "December 2003 – Mission Employment (ME) After-Action Report," 18 Dec 03, SD II-113.

<sup>111</sup> (U) Note: The APG-65GY replaced the F-4s previous and out-dated APQ-120 radar, which greatly increased the F-4s capabilities by providing look-down/shoot-down capability. Additionally, this upgrade allowed the F-4s to use the AIM-120 air-to-air missile.

<sup>112</sup> Memo/1 ATCH (U), 20FS/CC to GAF F-4 TS/CC, et al, "December 2003 – Mission Employment (ME) After-Action Report," 18 Dec 03, SD II-113.

<sup>113</sup> Email/1Atch (U), C Huffman, 49FW/XP, to 49 FW All Commanders, "EET Newsletter," 27 Mar 03, SD II-114.

**Operation Enduring Freedom Deployment**

(b)(5)

**Coronet Gold Rush 03-02 Natural Disaster Exercise**

(b)(5)

<sup>114</sup> Rpt (PV), 49 FW/XP, "Operation Enduring Freedom Deployment Report, 15 January - 04 February 2003," 20 Feb 03, SD II-115.

<sup>115</sup> *Ibid.*

<sup>116</sup> *Ibid.*

<sup>117</sup> Memo (U), 49 FW/XP to 49 FW Agencies, "Addendum to Operation Enduring Freedom Deployment Report," 17 Mar 03, SD II-116.

(b)(5)

**Coronet Gold Rush 03-03 Major Accident Response Exercise (MARE)**

(b)(5)

**Coronet Gold Rush 03-04 Anti-Terrorism Exercise**

(b)(5)

<sup>118</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-02 Natural Disaster Exercise, 6 March 2003," 19 Mar 03, SD II-117; Memo (U), 49 FW/XP to 49FW Commanders and Staff Agency Chiefs, "Natural Disaster Response Exercise," 25 Feb 03, SD II-118.

<sup>119</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-02 Natural Disaster Exercise, 6 March 2003," 19 Mar 03, SD II-117.

<sup>120</sup> *Ibid.*

<sup>121</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-03 Major Accident Response Exercise, 10-11 April 2003," 24 Apr 03, SD II-119.

<sup>122</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-03 Major Accident Response Exercise, 10-11 April 2003," 24 Apr 03, SD II-119; Disc (U), 49FW/XP, with TSgt Terri J. Berling, (49FW/HO), [Overall rating on MARE], 1 Dec 03.

(b)(5)

**Coronet Gold Rush 03-05 Major Accident Response Exercise**

(b)(5)

<sup>123</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-04 Anti-terrorism Exercise, 12-15 May 2003," 2 Jun 03, SD II-120; Rpt (U), Associated Press, "Drill to test nation's nuclear, bioterror responses," CNN.com, 12 May 03, SD II-121.

<sup>124</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-04 Anti-terrorism Exercise, 12-15 May 2003," 2 Jun 03, SD II-120.

<sup>125</sup> *Ibid.*

<sup>126</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-05 Major Accident Response Exercise, 8 July 2003," 18 Jul 03, SD II-122.



(b)(5)

#### **Coronet Gold Rush 03-06 Weapons of Mass Destruction Exercise**

(U) In order to familiarize the wing's disaster control group, battle staff, and first responders with the procedures used in countering a weapons of mass destruction (WMD) attack, the 49 FW held a tabletop WMD exercise on 7 August 2003. During the exercise, 72 people from every unit within the wing reviewed the procedures outlined in the draft Full Spectrum Threat Response (FSTR) Plan 10-2. Specifically, the WMD exercises centered on the response to a covert anthrax attack against Holloman AFB. The wing's response team discovered that it needed to make considerable adaptations to the plan's template in order to make the plan relevant to Holloman AFB. Thus, the changes noted would be incorporated into the local Holloman AFB FSTR Plan 10-2.<sup>128</sup>

#### **Coronet Gold Rush 03-07 Anti-Terrorism Exercise**

(b)(5)

<sup>127</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-05 Major Accident Response Exercise, 8 July 2003," 18 Jul 03, SD II-122.

<sup>128</sup> Memo (U), 49FW/XP to 49FW, "Tabletop Weapons of Mass Destruction Exercise," 11 Aug 03, SD II-123.

<sup>129</sup> Brfg (U), 49FW/XP, "CGR 03-07, Antiterrorism Exercise Hotwash," Sep 03, SD II-124; Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-07 Anti Terrorism Exercise Report, 21-26 August 2003," 9 Sep 03, SD II-125.

~~FOR OFFICIAL USE ONLY~~

(b)(5)

**Coronet Gold Rush 03-08 Phase I Exercise**

(b)(5)

SOURCES: Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-08 Phase I Exercise, 14-17 October 2003," 29 Oct 03, SD II-126.

<sup>130</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-07 Anti Terrorism Exercise Report, 21-26 August 2003," 9 Sep 03, SD II-125.

<sup>131</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-08 Phase I Exercise, 14-17 October 2003," 29 Oct 03, SD II-126; Memo (U), 49FW/XP to 49 FW Agencies, "Coronet Gold Rush 03-08 Phase I Special Instruction (SPIN)," 10 Oct 03, SD II-127.

~~FOR OFFICIAL USE ONLY~~

~~FOR OFFICIAL USE ONLY~~

(b)(5)

**Coronet Gold Rush 03-09 Major Accident Response Exercise**

(b)(5)

<sup>132</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-08 Phase I Exercise, 14-17 October 2003," 29 Oct 03, SD II-126; Brfg (U), 49FW/XP, "Coronet Gold Rush 03-08 Hotwash," Oct 03, SD II-128.

<sup>133</sup> See Note Above.

<sup>134</sup> See Note 132.

~~FOR OFFICIAL USE ONLY~~

~~FOR OFFICIAL USE ONLY~~

(b)(5)

**Coronet Gold Rush 03-10 CP/WOC/SRC Exercise**

(b)(5)

<sup>135</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-09 MARE, 5 November 2003," 26 Nov 03, SD II-129; M Shinabery, "LEPC evaluates recent emergency exercise," Alamogordo Daily News, 13 Nov 03, SD II-130.

<sup>136</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-10 CP/WOC/SRC Exercise, 18-20 November 2003," 1 Dec 03, SD II-132; Plan (U), 49FW/XP, "Counter-Chemical Warfare, Concept of Operations," 2 Jan 02, SD II-131.

<sup>137</sup> Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-10 CP/WOC/SRC Exercise, 18-20 November 2003," 1 Dec 03, SD II-132.

<sup>138</sup> *Ibid.*

~~FOR OFFICIAL USE ONLY~~

### CHAPTER III MAINTENANCE

#### MISSION CAPABILITY

(U) Working to achieve ACC maintenance standards, while fulfilling aircrew training and national security requirements, the men and women of the 49 FW maintained a mission-ready fleet of 50 F-117A *Nighthawks*, 15 F-4F *Phantom IIs*, and 14 T-38A *Talons*. In FY 2003, F-117A maintainers of the 49 MXG generated 6,710 sorties for 11,911.0 hours flown, followed by another 1,735 sorties for 2,953.0 hours in the first quarter of FY 2004. Likewise, the contracted DynCorp Company's Holloman Support Division produced 3,299 T-38A sorties, resulting in 4,125.0 hours flown in FY 03, with another 765 sorties and 964.4 hours from October to December 2004. DynCorp also maintained the wing's F-4F fleet, flown to train German Air Force pilots. In FY 2003, the F-4Fs flew 2,434 sorties for 2,800.0 hours, followed by 462 additional sorties for 561.8 hours flown in the first quarter of FY 2004.<sup>1</sup>

#### F-117A

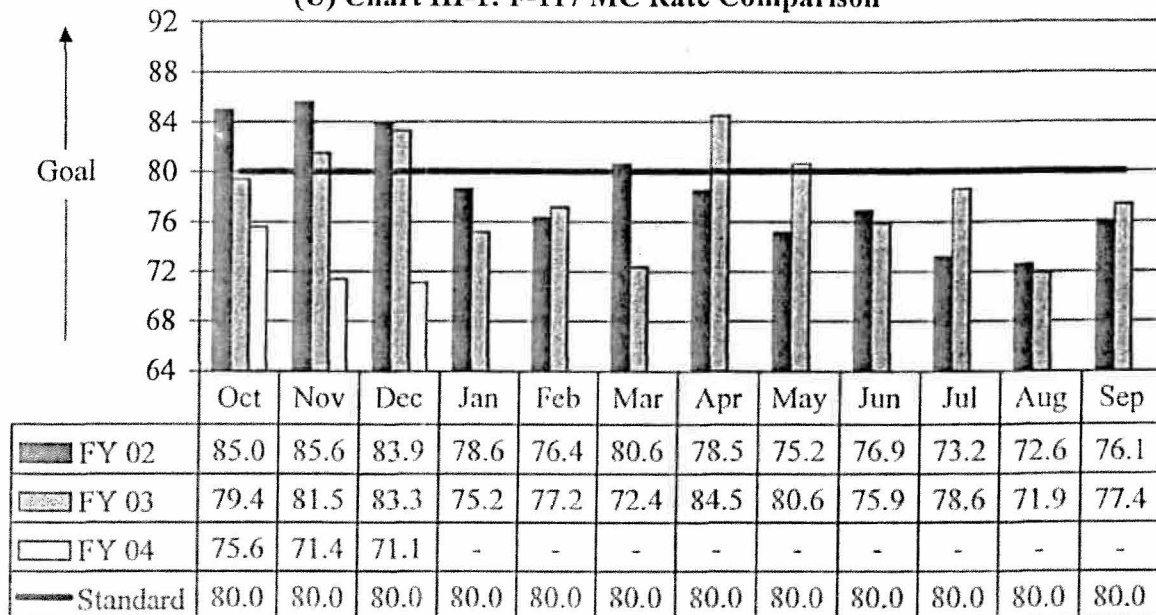
(U) Although deployed aircraft achieved mission capable rates over 90 percent at the peak of Operation Iraqi Freedom, the 49 FW fell slightly below the ACC 80 percent mission capable (MC) rate F-117A standard for fiscal and calendar year 2003. The wing marked a 79.0 percent MC rate for FY 2003, with a cumulative 77.2 percent MC rate for the calendar year. Corresponding to the gradual drop in the MC rate over the second half of 2003, the Total Non Mission Capable due to Maintenance (TNMCM) indicator significantly increased. Surpassing the ACC standard of 19 percent, the TNMCM rate rose from its low of 10.7 percent in April 2003 to 25.4 percent in December 2003. Chart III-1 illustrates the F-117A MC rate over the last three years.<sup>2</sup>

---

<sup>1</sup> Spreadsheet (U), 49OSS/OSOS, [F-117 Historic Logistics Data, FY92-FY04] Jan 04, SD III-1; Rpts (U), DynCorp, "Unit Internal Performance Review," Jan-Dec 03, SD III-2 to III-13.

<sup>2</sup> Brfg (U), ACC/LGPP, "Logistics Maintenance Performance Indicators, Fighters – December 03 (F-117A)," Jan 04, SD III-14; Msg (U), ACC/CC to AFMC/CC, et al, "Aircraft Status Standards for FY03," n.d., SD III-44.

(U) Chart III-1: F-117 MC Rate Comparison



SOURCE: Spreadsheet (U), 49OSS/OSOS, [F-117 Historic Logistics Data, FY92-FY04] Jan 04, SD III-1.

(U) Low observables, typically the repair and replacement of radar absorbent materials (RAM), made up the highest contributing TNMCM factor. Although RAM maintenance impacted combat operations, as the aircraft surface gave the F-117A its radar-avoiding capabilities, the F-117A could still fly normal home station training missions while carrying the TNMCM tag. The wing began the year with a high number of hours in low observables, as it prepared its fleet for real-world deployment taskings. Maintainers ensured all aircraft skin was completely covered with the protective material. Throughout the year, increases in low observable TNMCM hours corresponded to the level of wing activities. For example, October 2003 resulted in a high number of TNMCM hours as the wing conducted a local Phase I exercise, completed three low observable phase inspections, carried out routine scheduled maintenance, and participated in a Red Flag exercise which integrated low observable capabilities, requiring thorough covering of all aircraft.<sup>3</sup>

(U) Over the summer of 2003, the drop in the F-117A MC rate resulted from reconstitution of the wing's aircraft following two overseas deployments to Qatar and South Korea. These lengthy deployments resulted in F-117As returning which needed inspections and timed maintenance. Inspections made up the second largest factor that drove a higher TNMCM rate. These inspections ranged from the platypus, Inspect and Repair As

<sup>3</sup> Rpt (U), 49 OSS, "Monthly Logistics Maintenance Performance Indicators Report (9302)," Oct 03, SD III-26.

Necessary, inspection, to acceptance inspections, to timed inspections such as the requirement to examine F-117A ejection seats every 36 months.<sup>4</sup>

(U) The December 2003 MC rate of 71.1 percent marked the lowest rate since December 1995. Maintenance of the forward fuselage served as the highest contributing factor to the drop in the MC rate at the end of 2003, particularly removal and repair of the F-117A's blow-in doors.<sup>5</sup> Typically a depot repaired item, the wing received authority to locally repair the doors because of the number of problems. For a long-term fix, engineers developed a stronger door, which maintenance planners hoped to implement in the spring of 2004. In the interim, wing maintainers repaired the doors with sealant injection, as a limited number of the doors existed in the supply system. Table III-1 lists the top 10 TNMCM systems that impacted the TNMCM rate.<sup>6</sup>

(U) Table III-1: F-117A Top 10 TNMCM Driver Hours

System	Jan	Feb*	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Low Obv's	2148.7	1539.6	1079.5	1666.1	1141.5	912.3	1526.1	1308.3	508.9	11831
Special Insp	519.7	506.8	517.5	-	569.0	944.1	479.8	557.3	387.7	4481.9
Phase Insp	483.5	-	942.0	385.6	1041.0	886.6	393.0	-	-	4131.7
Fuel Systems	1053.8	1085.9	-	-	-	-	-	-	-	2139.7
Airframe	456.1	798.6	-	-	-	-	349.6	-	-	1604.3
Forward Fuselage	-	-	-	407.5	-	-	-	536.1	660.1	1603.7
Pitot Static System	-	-	529.9	-	498.5	-	-	-	484.8	1513.2
Turbofan Powerplant	-	716.9	-	430.2	-	-	-	-	-	1147.1
Power Sup	-	-	-	-	-	-	-	-	486.0	486
Fuel Tanks	-	-	-	-	-	-	-	485.7	-	485.7

SOURCE: Rpts (U), 49 OSS, "Monthly Logistics Maintenance Performance Indicators Report (9302)," Jan-Dec 03, SDs III-17 to III-28.

\* NOTE: (U) Since the TNMCM rate did not fall below the ACC standard from March to May 2003, maintenance analysis did not collect information on the TNMCM hours during this period.

<sup>4</sup> Rpt (U), 49 OSS, "Monthly Logistics Maintenance Performance Indicators Report (9302)," Aug 03, SD III-24.

<sup>5</sup> (U) Blow-in doors are fitted atop each F-117 engine nacelle to increase airflow to the engine during taxiing, takeoffs, or low-speed flight.

<sup>6</sup> Rpts (U), 49 OSS, "Monthly Logistics Maintenance Performance Indicators Report (9302)," Nov 03, SD III-27.

(U) In March 2003, the wing's Total Non Mission Capable due to Supply (TNMCS) rate reached its peak at 7.1 percent, breaking ACC's desired five percent rate. Long supply lines directly impacted this rate, as the wing simultaneously flew aircraft from two overseas locations—Qatar and South Korea. Similar to the problems affecting the TNMCM rates, time spent awaiting parts for airframe and low observable maintenance made up the two largest TNMCS categories. For example, problems with blow-in doors on F-117As deployed to South Korea caused 90 percent of the downtime attributed to airframe. Overseas customs regulations also contributed to the higher rate, as parts shipped to South Korea via Federal Express sat in clearance for two to three days, awaiting the submission of forms required by Korean customs. Parts shipped to Korea took three to five days of transit time, with a minimum of two additional days of delay by customs. These factors contributed to the increased TNMCS rate in the spring of 2003.<sup>7</sup>

#### T-38A

(U) In 2003, DynCorp surpassed ACC's T-38 mission capability standards. For FY 2003, the wing's T-38 fleet averaged an 89.5 MC rate, with an overall 88.9 percent rate for the calendar year—exceeding the 85 percent standard. In fact, the 49 FW's T-38s marked the highest MC rates in ACC, as the T-38s of the 9th Reconnaissance Wing at Beale AFB, California averaged 86.6 percent and the 509th Bomb Wing's T-38s stationed at Whiteman AFB, Missouri, averaged 83.4 percent in calendar year 2003. Chart III-2 shows the T-38 mission capability rates over the last three fiscal years.<sup>8</sup>



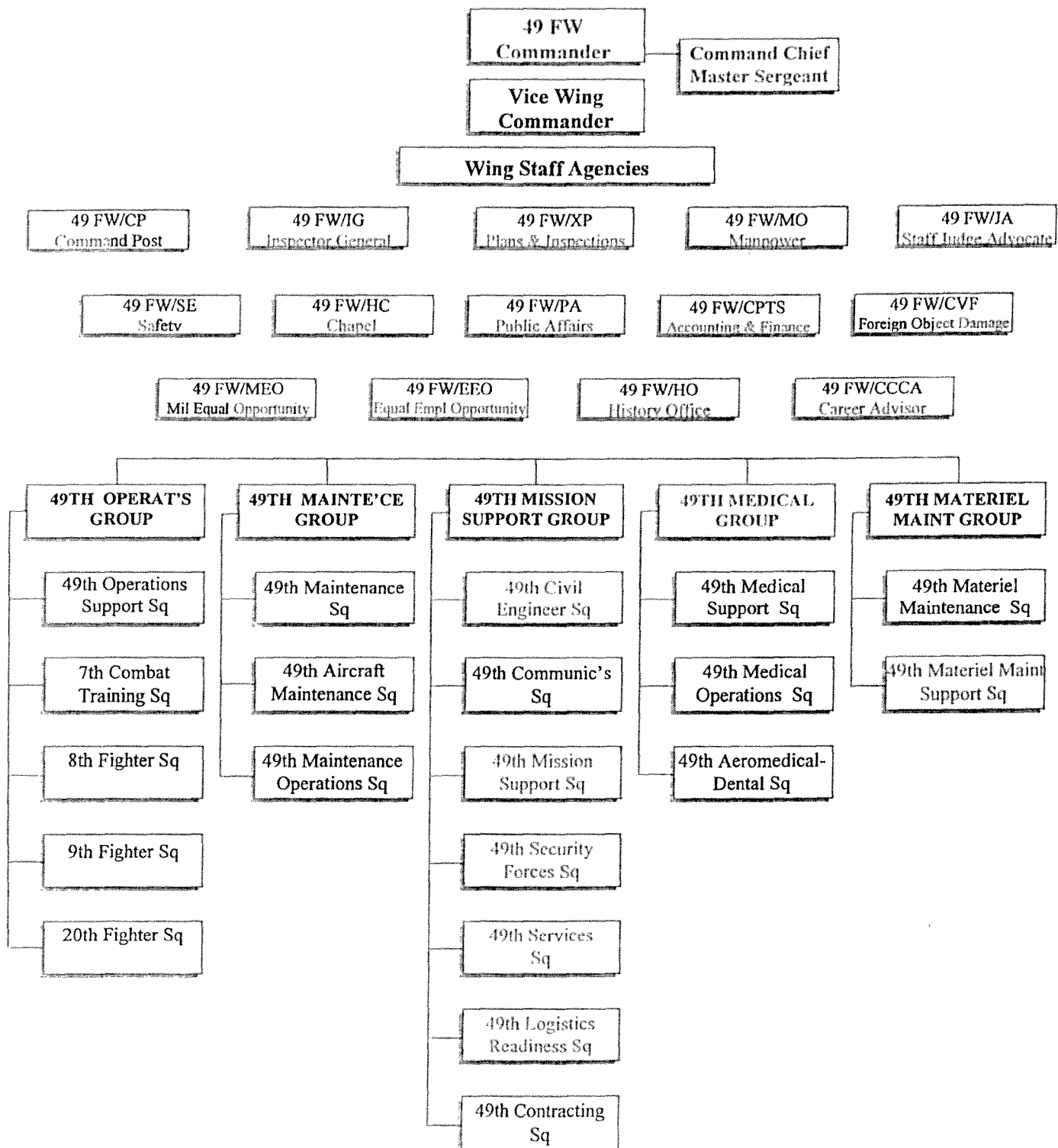
(U) The 49 FW used the T-38A as a companion trainer for the F-117A.

<sup>7</sup> Rpts (U), 49 OSS, "Monthly Logistics Maintenance Performance Indicators Report (9302)," Mar 03, SD III-19.

<sup>8</sup> Brfgs (U), ACC/LGPP, "Logistics Maintenance Performance Indicators, Fighters – December 03 (T-38A)," Jan 04, SD III-16.



# APPENDIX D ORGANIZATIONAL STRUCTURE (U)



SOURCE: Chart (U), 49 FW, "HAFBVA 33-3," 1 Oct 03.

# **APPENDIX E** **WEAPONS SYSTEMS INVENTORY (U)**

**January-December 2003**

**8 FS (F-117A)**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Authorized	18				18	18	18	18	18	18	18	18
Assigned	21				20	20	21	21	21	21	22	22
Depot	1				1	1	2	2	2	2	2	2
Possessed	20				19	19	19	19	19	19	20	20
Phase	0	See Note Below			1	0	1	0	1	1	1	2
Maint'ce	2				0	6	7	6	5	5	8	7
Available	18				18	13	11	13	13	13	11	11
TDY	0				4	2	0	3	4	2	0	0
Committed	18				14	11	11	10	9	11	11	11

**98 AMU (F-117A)**

	Feb	Mar	Apr
Authorized	42	42	42
Assigned	50	50	50
Depot	5	4	5
Possessed	45	46	45
Phase	2	0	0
Maint'ce	11	10	14
Available	32	36	31
TDY	12	18	9
Committed	20	18	22

**9 FS (F-117A)**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Authorized	24				24	24	24	24	24	24	24	24
Assigned	29				30	30	29	29	29	29	28	28
Depot	4				4	4	3	2	3	3	4	3
Possessed	25				26	26	26	27	26	26	24	25
Phase	0	See Note Below			1	2	1	2	0	1	0	1
Maint'ce	2				3	9	13	5	10	11	10	10
Available	23				22	15	12	20	16	14	14	14
TDY	0				4	2	0	2	2	0	0	0
Committed	23				18	13	12	18	14	14	14	14

NOTE: (U) Numbers are as of the last date of each month. From February through April 2003, all aircraft on station were assigned to the 98th Aircraft Maintenance Unit (AMU) because of the 8 FS's deployment of 12 F-117As during Operation Iraqi Freedom.

## APPENDIX E (CON'T)

BAI (F-117A)<sup>1</sup>

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Auth	2	2	2	2	2	2	2	2	2	2	2	2
Asgnd	2	2	2	2	2	2	2	2	2	2	2	2
Poss	2	2	2	2	2	2	2	2	2	2	2	2
TDY	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
In Depot	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

## 7 FS (T-38A)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Authorized	12	12	12	12	12	12	12	12	12	12	12	12
Assigned	15	15	15	15	15	14	14	14	14	14	14	14
Depot	0	0	0	0	0	0	1	1	1	1	1	0
Possessed	15	15	15	15	15	14	13	13	13	13	13	14
Phase	0	0	0	0	0	0	0	0	0	2	1	1
Maint'ce	4	5	4	3	4	4	3	3	3	1	2	4
Available	11	10	11	12	11	10	10	10	10	10	10	9
TDY	0	2	0	0	0	0	2	4	2	1	0	0
Committed	11	8	11	12	11	10	8	6	8	9	10	9

## 20 FS (F-4F)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Authorized	21	21	21	18	18	18	18	18	18	17	17	15
Assigned	18	18	18	18	18	17	17	17	17	17	17	15
Depot	0	0	0	0	0	0	0	0	0	0	0	0
Possessed	18	18	18	18	18	17	17	17	17	15	15	15
Phase	0	0	0	0	0	0	0	0	0	1	0	0
Maint'ce	3	4	4	2	1	3	3	4	3	1	2	3
Available	15	14	14	16	17	14	14	13	14	13	13	12
TDY	0	0	6	0	6	6	1	6	1	0	0	0
Committed	15	14	8	16	11	8	13	7	13	13	13	12

<sup>1</sup> Note: (U) Although the 49 FW had two aircraft assigned to the BAI, no specific aircraft were designated. BAI indicated aircraft over and above authorized numbers. BAI aircraft took the place of jets sent for depot maintenance. The unit was not authorized extra money or manning for these aircraft.

SOURCE: Plan (U), 49OSS/OSOS, "Monthly Operations and Maintenance Plan," Jan-Dec 03, SD III-45 to III-56.

## APPENDIX E (CON'T)

Aircraft Assigned  
As of 30 June 2003

20 FS F-4F (GAF)	7 CTS T-38A	8 FS F-117A		9 FS F-117A	
72-1118	64-13175	80-787	85-818	80-786	85-814
72-1141	65-10373	80-791	85-819	80-788	85-820
72-1159	65-10376	81-795	84-825	80-789	85-821
72-1163	65-10455	82-800	84-827	81-794	85-823
72-1164	67-14831	82-802	85-829	81-796	85-824
72-1170	67-14833	82-803	85-832	81-797	84-826
72-1174	67-14939	82-804	85-834	81-799	84-828
72-1176	68-8139	85-813	86-837	82-805	85-830
72-1177	68-8150	85-816	86-838	82-807	85-833
72-1180	68-8172	85-817	87-842	83-808	87-841
72-1200	68-8177		87-843	84-809	85-836
72-1218	68-8185			84-810	86-839
72-1221	68-8186			84-811	86-840
72-1231	68-8204			84-812	
72-1257					

As of 31 December 2003

20 FS F-4F (GAF)	7 CTS T-38A	8 FS F-117A		9 FS F-117A	
72-1118	64-13175	80-787	85-819	80-786	84-813
72-1141	65-10373	80-791	85-825	80-788	85-814
72-1159	65-10376	81-795	84-827	80-789	85-820
72-1163	65-10455	81-798	85-829	81-794	85-821
72-1164	67-14831	82-800	85-832	81-796	85-823
72-1170	67-14833	82-802	85-834	81-797	85-824
72-1174	67-14939	82-803	85-835	81-799	84-826
72-1176	68-8139	82-804	86-837	82-805	84-828
72-1177	68-8150	85-816	86-838	82-807	85-830
72-1180	68-8172	85-817	87-842	83-808	85-833
72-1200	68-8177	85-818	87-843	84-809	85-836
72-1218	68-8185			84-810	86-839
72-1221	68-8186			84-811	86-840
72-1231	68-8204			84-812	87-841
72-1257					

NOTE: (U) Aircraft Losses and phase out dates: F-4F tail number 72-1248, 8 February 2003; T-38 tail number 68-8141, crashed at Eglin AFB, Florida on 8 March 2003. The 20 FS reduction in the overall number of F-4F aircraft coincided with a reduced number of students.

## APPENDIX F

### COMBAT AIRCREW INVENTORY (U)

January-December 2003

#### 8 FS

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Required</b>	23	23	23	23	23	23	23	23	25	25	25	25
<b>Assigned</b>	21	21	23	23	23	23	20	23	25	23	25	23
<b>TDY</b>	0	0	12	12	0	0	0	0	0	0	0	0
<b>Formed</b>	21	21	23	23	23	23	20	23	23	23	25	23
<b>Mission</b>	21	21	23	23	23	23	20	20	23	22	23	22
<b>Ready</b>												

#### 9 FS

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Required</b>	23	23	23	23	23	25	25	23	23	23	23	23
<b>Assigned</b>	21	21	19	19	19	19	19	22	22	22	22	20
<b>TDY</b>	0	0	0	16	16	0	0	0	0	0	0	0
<b>Formed</b>	21	21	19	19	19	19	19	22	22	22	22	20
<b>Mission</b>	21	21	19	19	19	19	19	22	22	22	22	20
<b>Ready</b>												

SOURCE: Rpts (S/DECL 22 Dec 11), 8 FS, [8 FS SORTS (U)] Jan-Dec 03, SD II-3;  
Rpts (S/DECL 17 Dec 11), 9 FS, [9 FS SORTS (U)] Jan-Dec 03, SD II-4.

Derived From: CJCSM 3150.2 *Global Status of Resources and Training System*  
Declassify on: 22 December 2011

# **APPENDIX G** **MUNITIONS INVENTORY (U)**

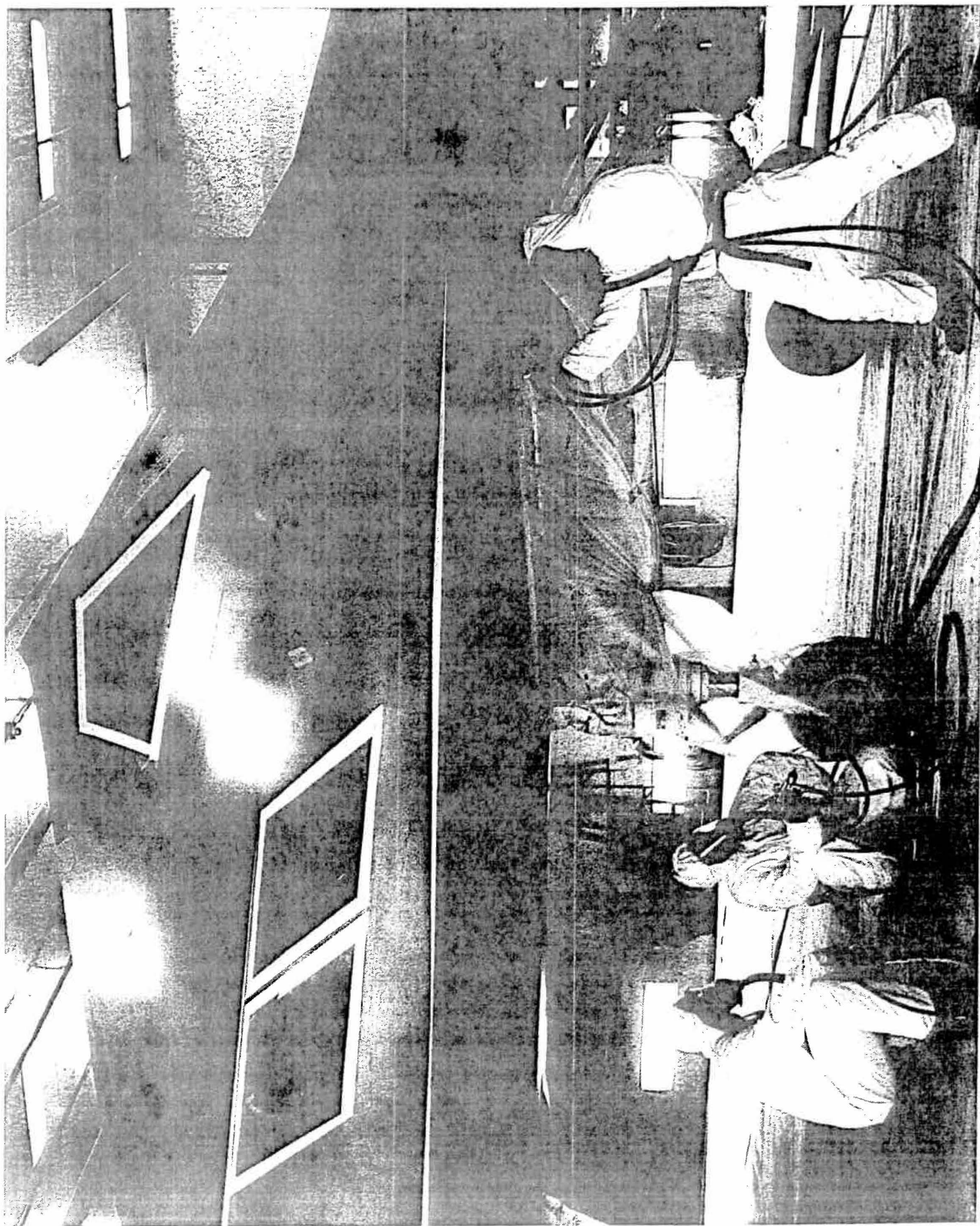
## **WEAPONS BUILD CAPABILITY** **AS OF 31 DECEMBER 2003 (U)**

Type	Quantity
GBU-27A/B	36 EA
GBU-27	37 EA
GBU10	21 EA
GBU-12	0 EA
CBU-87	20 EA

## **MUNITIONS EXPENDED** **JANUARY-DECEMBER 2003 (U)**

NOUN	JAN	FEB/MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
863-1 CTG	4	87	14	122	3	31	79	63	16	57	40	516
BDU-56/B	7	24			7		5			3	1	47
MK 84 FIN	4	20			7		4					35
446-1 CTG	11	54			16		18	27	7	7	14	154
BDU-50A/B	3	1			3			12	7	7	14	47
BSU-33 FIN	2				3			12	7	7	14	45
MXU-650/B		1										1
MXU-651/B	3	4								3	1	11
MAU-169	3	5								3	1	12
446-1 CTG	6	9			1			1				17
BDU-33D/B	1	86	14	122		31	79	51	9	49	26	468
MK SIG	1	86	14	122		31	79	51	9	49	26	468
CBU-87B/B		3										3
BSU-88 FIN		4					5	8				17
FMU-143B/B		4					5	8				17
WGU-25		4					5	8				17
BLU-109/B		4					5	8				17
MAU-93/B	1											1

SOURCE: E-mail (U), SMSgt R Benton, 49 MXS/MXMW, to TSgt T. Berling, 49 FW/HO, "Ammo History," 28 Jan 04, SD A-4.



## GLOSSARY (U)

AAFES	Army and Air Forces Exchange Service
ACC	Air Combat Command
ADOS	Aeromedical-Dental Squadron
ADVON	Advanced Echelon
AEF	Air and Space Expeditionary Force
AFB	Air Force Base
AFREP	Air Force Repair Enhancement Program
AFRL	Air Force Research Laboratory
AFWUS	Air Force Worldwide UTC Summary
AGE	Aerospace Ground Equipment
AI	Air Interdiction
AMU	Aircraft Maintenance Unit
AMXS	Aircraft Maintenance Squadron
ART	AEF Reporting Tool
ATC	Air Transportable Clinic
BAH	Basic Allowance for Housing
BCE	Base Civil Engineering
BEAR	Basic Expeditionary Airfield Resource
BMC	Basic Mission Capable
CAF	Combat Air Forces
CAMS	Consolidated Aircraft Maintenance System
CBDRT	Chemical/Biological Defense Report
CENTAF	Central Air Forces
CES	Civil Engineer Squadron
CETS	Contracted Engineering Technical Support
CMR	Combat Mission Ready
CONS	Contracting Squadron
CP	Command Post
CPTS	Comptroller Squadron
CS	Communications Squadron
CTS	Combat Training Squadron
DACT	Dissimilar Air Combat Training
DARE	Drug Abuse Resistance Education
DOC	Designed Operational Capability
DoD	Department of Defense
DOD	Dropped Object Damage
DPGDS	Deployable Power Generation Distribution System
DUI	Driving Under the Influence
ECAMP	Environmental Compliance Assessment Management Program
ESORTS	Environmental Status of Resources and Training Systems



## GLOSSARY (CON'T)

ESTA	En route Support Team Aircraft
FMC	Fully Mission Capable
FOD	Foreign Object Damage
FPCON	Force Protection Condition
FS	Fighter Squadron
FSTFS	Frame Supported Tension Fabric Structure
FSTR	Full Spectrum Threat Response
FTC	Flying Training Center (German Air Force)
FW	Fighter Wing
FWIC	Fighter Weapons Instructor Course
FY	Fiscal Year
GAF	German Air Force
GCC	Gulf Cooperation Council
GP	General Purpose
GPS	Global Positioning System
GWoT	Global War on Terrorism
HATR	Hazardous Air Traffic Report
HUMVEE	High Mobility Multi-purpose Wheeled Vehicle
IRTSS	Infrared Target-scene Simulation Software
JCS	Joint Chiefs of Staff
JDAM	Joint Direct Air Munition
LGB	Laser Guided Bomb
LO	Low Observable
LRS	Logistics Readiness Squadron
LSET	Logistics Standardization and Evaluation Team
MAJCOM	Major Command
MARE	Major Accident Response Exercise
MC	Mission Capable
MDOS	Medical Operations Squadron
MDSS	Medical Support Squadron
MMG	Materiel Maintenance Group
MMS	Materiel Maintenance Squadron
MMSS	Materiel Maintenance Support Squadron
MOA	Memorandum of Agreement
MOS	Maintenance Operations Squadron
MSG	Mission Support Group
MSS	Medium Shelter System
MSS	Mission Support Squadron
MXS	Maintenance Squadron

## GLOSSARY (CON'T)

NCO	Non-Commissioned Officer
NK	North Korea
NMCB	Non Mission Capable, Both
NRTS	Not Repairable This Station
OG	Operations Group
OSD	Office of the Secretary of Defense
OSS	Operations Support Squadron
OSW	Operation Southern Watch
OTI	One Time Inspection
PAA	Primary Aircraft Authorized
PACAF	Pacific Air Forces
PB	President's Budget
PERSCO	Personnel Support for Contingency Operations
POL	Petroleum, Oil, and Lubricants
PQDR	Product Quality Deficiency Reports
RAF	Royal Air Force
RAM	Radar Absorbent Material
RAP	Ready Aircrew Program
ROE	Rules of Engagement
RTF	Response Task Force
SA	Strategic Attack
SATF	Site Activation Task Force
SCF	Single Configuration Fleet
SECDEF	Secretary of Defense
SFS	Security Forces Squadron
SIPRNET	Secret Internet Protocol Router Network
SLGTR	Sub-scale Laser Guided Training Round
SORTS	Status of Resources and Training System
SPO	Special Program Office
SRC	Survival Recovery Center
SVS	Services Squadron
TBMCS	Theater Battle Management Control System
TCTO	Time Compliance Technical Order
TDY	Temporary Duty
TNMCM	Total Non Mission Capable, Maintenance
TNMCS	Total Non Mission Capable, Supply
TPFDD	Time-Phased Force and Deployment Data
TS	Training Squadron
US	United States
USA	United States of America

**GLOSSARY (CON'T)**

USAF	United States Air Force
USCENTCOM	United States Central Command
USCINCCENT	United States Commander in Chief Central Command
UTC	Unit Type Code
UTE	Utilization
VMFA	Marine Fighter Attack Squadron
WCAC	Wing Climate Assessment Committee
WOC	Wing Operations Center
WPS	Weapons Squadron
WRE	War Reserve Equipment
WRM	War Reserve Materiel
WRSK	War Reserve Supply Kit
WSMR	White Sands Missile Range
WSV	Weapons Systems Video

## LIST OF SUPPORTING DOCUMENTS (U)

## CHAPTER I

- I-1 G-Series Orders.
- I-2 Interview (U), TSgt T Berling, 49FW/HO, with Brig Gen J Hunt, 49FW/CC, 22 Dec 03.
- I-3 Ltrs (U), 49FW/CC to ACC/CC, [Quarterly Letters, Jul-Sep 03 and Oct-Dec 93], Oct 03; Dec 03.
- I-4 Brfg (U), 49 FW, "Mission Briefing," Jul 03.
- I-5 Script (U), 49 FW, "Mission Briefing," Jul 03.
- I-6 Extract (U), USAF, "Air Force Doctrine Document 1," 17 Nov 03.
- I-7 Memo (U), CSAF, "Chief's Sight Picture: Air and Space Core Competencies," 15 Jan 03.
- I-8 Fact Sheet (U), ACC/PA, "F-117A Nighthawk," Apr 02.
- I-9 Memo (U), 49FW/PA, "Holloman AFB Data," Jan 03.
- I-10 Fact Sheet (U), 49FW/PA, "49th Fighter Wing," Jan 03.
- I-11 Rpt (U), 49 FW, "Unit Mission Description," 3 Apr 03.
- I-12 Rpt (S/DECL 24 Jul 11), ACC/DOTO, [8 FS DOC Statement (U)] 24 Jul 03.
- I-13 Rpt (S/DECL 24 Jul 11), ACC/DOTO, [9 FS DOC Statement (U)] 24 Jul 03
- I-14 Rpt (S/DECL 25 Aug 11), ACC/DOTO, [49 OSS DOC Statement (U)] 25 Aug 03.
- I-15 Rpt (S/DECL 3 Sep 11), ACC/CEXO, [49 CES DOC Statement (U)] 3 Sep 03.
- I-16 Rpt (S/DECL 24 Apr 11), ACC/DOXF, [49 CS DOC Statement (U)] 24 Apr 03.
- I-17 Rpt (S/DECL 20 Feb 11), ACC/LGC, [49 CONS DOC Statement (U)] 20 Feb 03.
- I-18 Rpt (S/DECL 7 Aug 11), ACC/LGSI, [49 LRS DOC Statement (U)] 7 Aug 03.
- I-19 Rpt (S/DECL 23 Jul 11), ACC/DPPMX, [49 MSS DOC Statement (U)] 23 Jul 03.
- I-20 Rpt (S/DECL 21 May 11), ACC/DOXD, [49 SVS DOC Statement (U)] 21 May 03.
- I-21 Rpt (S/DECL 7 Aug 11), ACC/FMFPO, [49 CPTS DOC Statement (U)] 7 Aug 03.

- I-22 Rpt (S/DECL 1 Oct 11), ACC/SGX, [49 MDG DOC Statement (U)] 1 Oct 03.
- I-23 Rpt (S/DECL 12 Nov 11), ACC/LGXW, [49 MMG DOC Statement (U)] 12 Nov 03.
- I-24 Brfg (U), AEFC, "Air and Space Expeditionary Force Familiarization Course, AEF 101," 15 Apr 03.
- I-25 Rpt (U), AEFC/AEPX, "TPFDD Library, Cycle 4" Mar 03.
- I-26 Msg (U), USAF/CC to ACC/CC, et al, "Deviation from AEF Battle Rhythm," 28 Jan 03.
- I-27 Msg (U), CAT Administration to ML 8106, et al, "AF/DP Emergency Action One-Four 180 day-TDY limitation," 101910Z Apr 04.
- I-28 Slides (U), 49FW, "Deployed Locations," 22 Jan 03.
- I-29 Memo (U), AEFC, "AEF Center Commander's Update," 4 Mar 03.
- I-30 Memo (U), AEFC/CC, "Crisis Planning Update," 31 Mar 03.
- I-31 Slides (U), 49FW, "Deployed Locations," 31 Mar 03.
- I-32 Msg (U), CSAF, "SECAF/CSAF Message to the United States Air Force," ca. Mar 04.
- I-33 Memo (U), CSAF, "Chief's Sight Picture: Resuming the AEF Battle Rhythm," 9 May 03.
- I-34 Msg (U), AEFC, "Resuming the AEF Battle Rhythm-Sourcing Plans and Tasks," 16 May 03.
- I-35 Msg (U), AEFC to USCENTAF, et al, "AEF Silver-Resuming the AEF Battle Rhythm-Sourcing Plans and Tasks," 18 Jul 03.
- I-36 Msg (U), AEFC/CCE to ACC/CAT, et al, "Cycle 4 AEF 7/8 Sourcing Plans and Tasks," 14 Oct 03.
- I-37 Newsletters (U), AEFC, "AEF Tempo," Apr-Nov 03.
- I-38 Brfg (U), ACC/XP, "Stand-Up of the F-117 Division," n.d.
- I-39 Brfg (U), ACC, "Holloman AFB USAFWS Det 5, F-117 Site Survey Brief," 9 Oct 02.
- I-40 Brfg (U), ACC, "Backup Slides," 9 Oct 02.
- I-41 Rpt (U), ACC/XPMO, "Organizational Change Request," Jun 03.
- I-42 Memo/1 Atch (U), 417WPS, "F-117 Weapons School Mission Statement," n.d.
- I-43 Spreadsheet (U), ACC/XPMO, "Authorization Change Request-417th Weapons Squadron," n.d.
- I-44 Memo (U), 417WPS/CC, "417th Weapons Squadron," May 04.

- I-45 Memo (U), ACC/DOTS to 49MXG/QAE, "Notice of Inactivation of the 20 FS/GAF F-4 TS," Dec 03.
- I-46 Plan (U), ACC/XPX, "ACC Programming Plan 04-01: 20th Fighter Squadron Inactivation," 22 Dec 03.
- I-47 Memo/1 ATCH (U), 49FW/MO to ACC/XPM, "20th Fighter Squadron Inactivation/F-4 Drawdown Manpower Requirements Package," 15 Jan 04.
- I-48 Bio (U), USAF, "Colonel Charles G. C. Treadway," Aug 03.
- I-49 Bio (U), USAF, "Chief Master Sergeant Matthew D. Pollock," Jan 04.
- I-50 Rosters (FOUO), 49 FW, "Key Personnel Rosters," Feb 03-Jan 04.
- I-51 Bio (U), USAF, "Colonel Andrew W. Papp," Apr 03.
- I-52 Bio (U), USAF, "Colonel Patricia F. Ridgway," May 03.
- I-53 Chart (U), 49FW/CCP, "Protocol Projections," 1 Jan-30 Jun 03.
- I-54 Trip Booklet (FOUO), HQ ACC, "Trip book, Holloman AFB Base Visit," 7-11 Jan 03.
- I-55 Email (U), MSgt S Jones, 49MSS/CCF to 49 MSS/FW Staff, "FW: COMACC Visit," 9 Jan 03.
- I-56 Photo caption, "Football to finger foods," Sunburst, 5 Sep 03.
- I-57 Photo caption, "International connection," Sunburst, 12 Sep 03.
- I-58 1Lt Heather Newcomb, "Heroes remember 'first step into space,'" Sunburst, 19 Sep 03.
- I-59 TSgt Paul Coupaud, "New 12 AF/CC visits Holloman," Sunburst, 29 Aug 03.
- I-60 A1C Vanessa LaBoy, "ACC command chief visits HAFB," Sunburst, 31 Oct 03.
- I-61 Charts (U), 49MOS/AO, "FY 2003 GRAND TOTAL [Airshows]," Jan-Dec 03.
- I-62 MFR (U), 49 AMXS/MXA, "F-117A Air Show Demonstration Team," 28 May 03.
- I-63 MSgt Tom Sooter, "Nighthawk demo team dedicated to education," Sunburst, 10 Oct 03.

## CHAPTER II

- II-1 Fact Sheet (U), 49FW/PA, "49th Operations Group," n.d.
- II-2 Memo (U), 49OG, "49th Operations Group," 9 Jun 04.
- II-3 Rpts (S/DECL 22 Dec 11), 8 FS, [8 FS SORTS (U)] Jan-Dec 03.
- II-4 Rpts (S/DECL 17 Dec 11), 9 FS, [9 FS SORTS (U)] Jan-Dec 03.
- II-5 Rpts (C/DECL 9 Dec 07), 49 OSS, [49 OSS SORTS (U)] Jan-Dec 03.

- II-6 Rpts (C/DECL 16 Dec 07), 49 CONS, [49 CONS SORTS (U)] Jan-Dec 03.
- II-7 Rpts (C/DECL 9 Dec 07), 49 MSS, [49 MSS SORTS (U)] Jan-Dec 03.
- II-8 Rpts (C/DECL 9 Dec 07), 49 SVS, [49 SVS SORTS (U)] Jan-Dec 03.
- II-9 Rpts (S/DECL 25 Jul 11), 49 SUPS, [49 SUPS SORTS (U)] Jan-Jul 03.
- II-10 Rpts (S/DECL 25 Jul 11), 49 TRANS, [49 TRANS SORTS (U)] Jan-Jul 03.
- II-11 Rpts (S/DECL 10 Dec 11), 49LRS, [49 LRS SORTS(U)] Aug-Dec 03.
- II-12 Rpts (S/DECL 26 Dec 11), 49 CS [49 CS SORTS (U)] Jan-Dec 03.
- II-13 Rpts (S/DECL 6 Dec 11), 49 CES [49 CES SORTS (U)] Jan-Dec 03.
- II-14 Rpts (S/DECL 16 Dec 11), 49 SFS [49 SFS SORTS (U)] Jan-Dec 03.
- II-15 Rpts (S/DECL 10 Dec 11), 49 MMG [49 MMG SORTS (U)] Jan-Dec 03.
- II-16 Rpts (S/DECL 22 Dec 11), 49 MDG [49 MDG SORTS (U)] Jan-Dec 03.
- II-17 Rpts (S/DECL 11 Dec 11), 49 CPTS [49 CPTS SORTS (U)] Jan-Dec 03.
- II-18 Brfgs (S/Decl 26 Nov 2013), 49LRS/LGRRP, "49th Fighter Wing Holloman Readiness Briefing (U)," Jan-Nov 03.
- II-19 Rpt (U), Aerotech News and Review, "Air Force calls for inspection of protective masks," 5 Jan 01.
- II-20 Email/1 Atch (U), 1Lt C Eyle, 49CES/CEX, to TSgt T Berling, 49FW/HO, "Mask Numbers," 4 Feb 03.
- II-21 Email (U), SrA C Valverde, 49ADOS/SGGFB, to TSgt T Berling, 49FW/HO, "NBC Mask QNFT" 10 Feb 03.
- II-22 Email (U), SrA C Valverde, 49ADOS/SGGFB, to TSgt T Berling, 49FW/HO, "\$22.5M Mask Buy Update" 10 Feb 03.
- II-23 Syllabus (U), Det 4, ACC/TRSS, "F-117A Transition/Requalification Training Course," Nov 02
- II-24 Syllabus (U), Det 4, ACC/TRSS, "F-117A Formal Training Unit Instructor Pilot Upgrade Training Course," Feb 03.
- II-25 Rpt (U), 7CTS/DO, "Training Records Totals," Feb 04.
- II-26 Syllabus (U), Det 4, ACC/TRSS, "T-38 Instructor Pilot Upgrade Training Course," Aug 03.
- II-27 Rpt (U), Det 4, ACC/TRSS, "T-38 Flying Criterion Referenced Objectives," Aug 03.
- II-28 Syllabus (U), Det 4, ACC/TRSS, "T-38 Pilot Qualification Training Course," Sep 03.
- II-29 Rpt (U), Det 4, ACC/TRSS, "T-38 Flying Criterion Referenced Objectives," Sep 03.
- II-30 Rpt (U), 20FS/DO, "20 Fighter Squadron Class Schedule – CY 03&04,"

- May 04.
- II-31 Amn S Collier, "20th FS: US-tested, GAF approved," Sunburst, 28 Nov 03.
- II-32 Msg (U), USAF/XO to CV(n), et al, "FY03 Flying Hour Guidance," 30 Oct 02
- II-33 Msg (U), CSAF to CC, et al, "FY03 Flying Hour Funding Guidance," 18 Dec 02
- II-34 Msg (U), AF/XO to CV(n), et al, "Standard AF Utilization Rates," 22 Apr 03.
- II-35 Memo (U), USAFE/DOT, "Airstaff Flying Hour UTE Rate Guidance," 24 Sep 03.
- II-36 Msg (U), 49OG/CC to ACC/DOT, "49 Fighter Wing FY 03 First Look Response," Sep 02
- II-37 Msg (U), 49OG/CC to ACC/DOT, "49 Fighter Wing Flying Hour Reflow #1," Apr 03.
- II-38 Email/1Atch (U), ACC/DOT to 49OG/CC, "49FW Flying Hour Re-flow #2," 12 Jun 03.
- II-39 Msg (U), 49OG/CC to ACC/DOT, "49 Fighter Wing Flying Hour Reflow #3," Sep 03.
- II-40 Msg (U), 49OG/CC to ACC/DOT, "49 Fighter Wing Flying Hour Reflow #4," Sep 03.
- II-41 Spreadsheet (U), 49OSS/OSOS, "49 FW FY03 Flying Hour Program Execution," 25 Sep 03.
- II-42 Brig Gen J Hunt, "Great job in FY03, Team Holloman," Sunburst, 10 Oct 03.
- II-43 Brfg (U), 49OSS/OSOS, "49 FW Flying Hour Program," Oct 03.
- II-44 Spreadsheet (U), ACC/DOT, "ACC FY03 O&M Programs," Oct 03.
- II-45 Msg/1 Atch (U), ACC/DOT, "ACC Flying Hour Program – FY 04 Contract Allocation," 17 Nov 03.
- II-46 Brfg (U), ACC/DOTB, "FY04 Flying Hour Contract," Oct 03.
- II-47 Msg (U), AF/XO to ACC/CV, et al, "FY04 Flying Hour Program Execution Guidance," Oct 03.
- II-48 Spreadsheet (U), 49OSS/OSOS, "49 FW FY04 Flying Hour Program Execution," 14 Apr 04.
- II-49 Msg (U), ACC/DOT to 49OG/CC, et al, "ACC FY04 F-117A Ready Aircrew Program (RAP) Tasking Message," 1 Oct 03.
- II-50 Brfg (U), 49OSS/OSTT, "Status of Flying Training Board, 1 July-30 September 2003," Oct 03.



- II-51 Memo (U), 49OG/CC to ACC/DOT, "49th Fighter Wing Training Shortfalls," Oct 03.
- II-52 Memo (U), 49OG/CC to ACC/DOT, "49th Fighter Wing Training Shortfalls," 30 Jan 04
- II-53 Memo (U), ACC/DO, "Realistic Training Review Board Minutes," 20 Mar 03.
- II-54 Email (U), K Clark, ACC/DDOT to 49FW Commander, "Response to 49 FW F-117A OG Inputs to the Realistic Training Review Board," 11 Apr 03.
- II-55 Email (U), Lt Col M Ranger, ACC/DDOT to 49 OG/CC Commander, "Response to 49 OG F-117A Inputs to the Realistic Training Review Board," 12 Dec 03.
- II-56 Brfg (S/NF/DECL X1), 49 FW, [Testing (U)] n.d.
- II-57 Email/2 ATCH (S/NF/DECL X1), ACC/CV to 49FW/CC, [Assessment (U)] 5 Jun 02.
- II-58 BBP (S/NF/DECL X1), 49 OSS [Discussion (U)], 11 Apr 02.
- II-59 Email (U), SSgt J Witmer, 49MSS/DPMDs, to MSgt G Henneman, 49 FW/HO, "Numbers," 27 Jan 04.
- II-60 Extract (U), 49 FW, [Slides from Wing Staff Meeting], 7 Jan 04.
- II-61 Extract (U), 49 FW, [Slides from Wing Staff Meeting], 25 Mar 03.
- II-62 Brfg (S/DECL X4), 49FW, "49 FW Home Station Impact (U)," 7 Jan 03.
- II-63 Spreadsheet (U), AFPC, [PERSTEMPO] 4 May 04.
- II-64 Email (U), Capt A Jerrigan, 8FS/DOW, to MSgt G Henneman, 49FW/HO, "2003 Deployments," 29 Jan 04.
- II-65 Email (U), Capt C Cosnowski, 417WPS/DO, to MSgt G Henneman, 49FW/HO, "2003 Deployments," 2 Mar 04.
- II-66 Interview (U), TSgt T Berling, 49FW/HO, with Lt Col D Toomey, 8FS/CC, "Interview with Col Toomey," 7 Aug 03.
- II-67 Msg (S/DECL X4), ACC/CAT to 12AF/CC, et al, "OEF DEPORD 177B (U)," 120530Z Jan 03.
- II-68 Msg (S/DECL X4), ACC/CAT to 12AF/CC, et al, "DEPORD 36C (U)," 232224Z Jan 03.
- II-69 Chart (FOUO), 49OSS, "Weekly Equipment Utilization and Maintenance Schedule," 16 Feb 03.
- II-70 Msg (S/DECL X4), ACC/AODX to 49FW/CC, "Coronet East 084 Air Tasking Order (U)," 181531Z Jan 03.
- II-71 Msg (S/DECL X4), ACC/AOS to 8FS/CC, "Coronet East 084 Air Tasking Order, Change 3 (U)," 101355Z Feb 03.
- II-72 Msg (S/DECL X4), ACC/AOS to 8FS/CC, "Coronet East 084 Air Tasking Order, Change 1 (U)," 022030Z Feb 03.

- II-73 Brfg (S/DECL X4), 8EFS, "Operation Iraqi Freedom, 20 Mar-3 Apr 03 (U), " n.d.
- II-74 Notes (S/DECL X4), 49FW/BS, "Battlestaff Meeting Notes (U)," 28 Jan-5 Feb 03.
- II-75 Slides (S/DECL X4), 49FW/BS, "Battle Staff Meeting Slides (U)," 23 Jan-5 Feb 03.
- II-76 Email (S/DECL X4), 49FW/CP to Lt Col J Pechiney, 49OSS/IN, "Aircraft SLIP (U)," 2 Feb 03.
- II-77 Brfg (S/DECL X4), 49FW/IDO, "Operation Enduring Freedom (U)," 27 Jan 03.
- II-78 Rpt (FOUO), 49 FW, "DSOE Processing/Recap Report," 28 Jan 03.
- II-79 Ltr (U), Cruiser, "A fighter pilot's goodbye," Desert Eagle, 2 Apr 03.
- II-80 Email (U), Lt Col D Zelko to 368RCS All, "update to an Early Thanks," 20 Mar 03.
- II-81 Extract (S/NF/DECL X4), 8FS, [OIF Lessons Learned (U)] n.d
- II-82 Rpt (U), 49OSS, "OIF/OEF Record of Significant Accomplishment: Hinote" n.d.
- II-83 Memo (U), 49AMXS/MXAA to 49AMXS/CC, "Trip Report for Operations Enduring and Iraqi Freedom," 2 Jul 03.
- II-84 Spreadsheet (U), 49OSS/OSOS, [Deployed Statistics] n.d.
- II-85 Rpt (U), 49AMXS, "OIF/OEF Record of Significant Accomplishment," n.d.,
- II-86 Rpt (U), 49MXS, "OIF/OEF Record of Significant Accomplishment: Yeggy, Buchanan, Archer, and Saleem" n.d
- II-87 Rpt (U), 49MXS, "OIF/OEF Record of Significant Accomplishment: Maheux" n.d
- II-88 Rpt (U), 49MXMF, "OIF/OEF Record of Significant Accomplishment" n.d.
- II-89 A1C V LaBoy, "Love at First Sight," Sunburst, page 8, 25 Apr 03.
- II-90 Rpt (U), 49AMDS to 49FW/HO, "Record of Significant Accomplishment, 1Lt Kiefer," 3 Feb 04.
- II-91 Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, A1C Elliott," Feb 04.
- II-92 Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, TSgt Lamb," Feb 04.
- II-93 Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, SrA Wilson," Feb 04.
- II-94 Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, SrA Saleem," Feb 04.
- II-95 Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, SrA McClung," Feb 04.
- II-96 Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment,

- SSgt Linde," Feb 04.
- II-97 Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, SSgt Kadous," Feb 04.
- II-98 Rpt (U), 49FW/CP to 49FW/HO, "Record of Significant Accomplishment, SSgt Johnson," Feb 04.
- II-99 Rpt (U), 49MXS to 49FW/HO, "Record of Significant Accomplishment, SrA. Clark," Feb 04.
- II-100 Memo (U), 49CONS/LGCA to ACC/LGCO, "After Action Report for Deployment in support of Operation Iraqi Freedom," 12 Jan 03.
- II-101 Msg (S/DECL 3 Mar 13), ACC/CAT to 49FW/CC, "DEPORD (U)," 032016Z Mar 03.
- II-102 1Lt T Montgomery, "Largest joint, combined exercise kicks off," 17 Mar 03, PACAF News.
- II-103 K Rhem, "North Korea Intercepts Air Force Aircraft," AF Print News, 4 Mar 03.
- II-104 Rpt (U), 9 FS, "Foal Eagle '03/FDO-A AAR," 8 Oct 03.
- II-105 Spreadsheet (U), 49 LRS/LGRR, "Foal Eagle," 23 Apr 03.
- II-106 Msg (S/DECL X4), ACC/CAT to 49FW/CC, [Foal Eagle Deployment Order (U)] 020221Z Apr 03.
- II-107 Brfg (U), 9 FS, "Red Flag 04-01 After Action Review," Nov 03.
- II-108 Rpt (U), 414 CTS, "Red Flag 04-01 Summary."
- II-109 Memo/1 ATCH (U), 20FS/CC to GAF F-4 TS/CC, et al, "June 2003 - Mission Employment (ME) After-Action Report," 17 Jun 03.
- II-110 Memo (U), 20FS/DOW to 20 FS/CC, "Aug 2003 - B-Course Kingsley Field Deployment After-Action Report," 10 Oct 03.
- II-111 Article (U), "No Slack, Sentry Eagle 2003," Aug 03.
- II-112 Memo (U), Project Officer to 49OG/CC, "Miramar NAS Deployment Trip Report," 21 Nov 03.
- II-113 Memo/1 ATCH (U), 20FS/CC to GAF F-4 TS/CC, et al, "December 2003 - Mission Employment (ME) After-Action Report," 18 Dec 03.
- II-114 Email/1atch (U), C Huffman, 49FW/XP, to 49 FW All Commanders, "EET Newsletter," 27 Mar 03.
- II-115 Rpt (PV), 49 FW/XP, "Operation Enduring Freedom Deployment Report, 15 January - 04 February 2003," 20 Feb 03.
- II-116 Memo (U), 49 FW/XP to 49 FW Agencies, "Addendum to Operation Enduring Freedom Deployment Report," 17 Mar 03.
- II-117 Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-02 Natural Disaster Exercise, 6 March 2003," 19 Mar 03.
- II-118 Memo (U), 49 FW/XP to 49FW Commanders and Staff Agency Chiefs, "Natural Disaster Response Exercise," 25 Feb 03.

- II-119 Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-03 Major Accident Response Exercise, 10-11 April 2003," 24 Apr 03.
- II-120 Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-04 Anti-terrorism Exercise, 12-15 May 2003," 2 Jun 03.
- II-121 Rpt (U), Associated Press, "Drill to test nation's nuclear, bioterror responses," CNN.com, 12 May 03.
- II-122 Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-05 Major Accident Response Exercise, 8 July 2003," 18 Jul 03.
- II-123 Memo (U), 49FW/XP to 49FW, "Tabletop Weapons of Mass Destruction Exercise," 11 Aug 03.
- II-124 Brfg (U), 49FW/XP, "CGR 03-07, Antiterrorism Exercise Hotwash," Sep 03.
- II-125 Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-07 Anti Terrorism Exercise Report, 21-26 August 2003," 9 Sep 03.
- II-126 Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-08 Phase I Exercise, 14-17 October 2003," 29 Oct 03.
- II-127 Memo (U), 49FW/XP to 49 FW Agencies, "Coronet Gold Rush 03-08 Phase I Special Instruction (SPIN)," 10 Oct 03.
- II-128 Brfg (U), 49FW/XP, "Coronet Gold Rush 03-08 Hotwash," Oct 03.
- II-129 Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-09 MARE, 5 November 2003," 26 Nov 03.
- II-130 M Shinabery, "LEPC evaluates recent emergency exercise," Alamogordo Daily News, 13 Nov 03.
- II-131 Plan (U), 49FW/XP, "Counter-Chemical Warfare, Concept of Operations," 2 Jan 02.
- II-132 Rpt (PV), 49FW/XP, "Coronet Gold Rush 03-10 CP/WOC/SRC Exercise, 18-20 November 2003," 1 Dec 03.

### CHAPTER III

- III-1 Spreadsheet (U), 49OSS/OSOS, [F-117 Historic Logistics Data, FY92-FY04] Jan 04.
- III-2 Rpt (U), DynCorp, "Unit Internal Performance Review," Jan 03.
- III-3 Rpt (U), DynCorp, "Unit Internal Performance Review," Feb 03.
- III-4 Rpt (U), DynCorp, "Unit Internal Performance Review," Mar 03.
- III-5 Rpt (U), DynCorp, "Unit Internal Performance Review," Apr 03.
- III-6 Rpt (U), DynCorp, "Unit Internal Performance Review," May 03.
- III-7 Rpt (U), DynCorp, "Unit Internal Performance Review," Jun 03.
- III-8 Rpt (U), DynCorp, "Unit Internal Performance Review," Jul 03.
- III-9 Rpt (U), DynCorp, "Unit Internal Performance Review," Aug 03.
- III-10 Rpt (U), DynCorp, "Unit Internal Performance Review," Sep 03.

- III-11 Rpt (U), DynCorp, "Unit Internal Performance Review," Oct 03.
- III-12 Rpt (U), DynCorp, "Unit Internal Performance Review," Nov 03.
- III-13 Rpt (U), DynCorp, "Unit Internal Performance Review," Dec 03.
- III-14 Brfg (U), ACC/LGPP, "Logistics Maintenance Performance Indicators, Fighters – December 03 (F-117A)," Jan 04.
- III-15 Brfg (U), ACC/LGPP, "Logistics Maintenance Performance Indicators, Fighters – December 03 (F-4F)," Jan 04.
- III-16 Brfg (U), ACC/LGPP, "Logistics Maintenance Performance Indicators, Fighters – December 03 (T-38A)," Jan 04.
- III-17 Rpt (U), 49 OSS, "F-117 Monthly Logistics Maintenance Performance Indicators Report (9302)," Jan 03.
- III-18 Rpt (U), 49 OSS, "F-117 Monthly Logistics Maintenance Performance Indicators Report (9302)," Feb 03.
- III-19 Rpt (U), 49 OSS, "F-117 Monthly Logistics Maintenance Performance Indicators Report (9302)," Mar 03.
- III-20 Rpt (U), 49 OSS, "F-117 Monthly Logistics Maintenance Performance Indicators Report (9302)," Apr 03.
- III-21 Rpt (U), 49 OSS, "F-117 Monthly Logistics Maintenance Performance Indicators Report (9302)," May 03.
- III-22 Rpt (U), 49 OSS, "F-117 Monthly Logistics Maintenance Performance Indicators Report (9302)," Jun 03.
- III-23 Rpt (U), 49 OSS, "F-117 Monthly Logistics Maintenance Performance Indicators Report (9302)," Jul 03.
- III-24 Rpt (U), 49 OSS, "F-117 Monthly Logistics Maintenance Performance Indicators Report (9302)," Aug 03.
- III-25 Rpt (U), 49 OSS, "F-117 Monthly Logistics Maintenance Performance Indicators Report (9302)," Sep 03.
- III-26 Rpt (U), 49 OSS, "F-117 Monthly Logistics Maintenance Performance Indicators Report (9302)," Oct 03.
- III-27 Rpt (U), 49 OSS, "F-117 Monthly Logistics Maintenance Performance Indicators Report (9302)," Nov 03.
- III-28 Rpt (U), 49 OSS, "F-117 Monthly Logistics Maintenance Performance Indicators Report (9302)," Dec 03.
- III-29 Brfg (U), ACC/LGPP, "Logistics Maintenance Performance Indicators, Fighters, September 02," Oct 02.
- III-30 Brfg (U), ACC/LGPP, "Logistics Maintenance Performance Indicators, Fighters, September 03," Oct 03.

- III-31 Rpt (U), 49 OSS, "T-38/F-4 Monthly Logistics Maintenance Performance Indicators Report (9302)," Jan 03.
- III-32 Rpt (U), 49 OSS, "T-38/F-4 Monthly Logistics Maintenance Performance Indicators Report (9302)," Feb 03.
- III-33 Rpt (U), 49 OSS, "T-38/F-4 Monthly Logistics Maintenance Performance Indicators Report (9302)," Mar 03.
- III-34 Rpt (U), 49 OSS, "T-38/F-4 Monthly Logistics Maintenance Performance Indicators Report (9302)," Apr 03.
- III-35 Rpt (U), 49 OSS, "T-38/F-4 Monthly Logistics Maintenance Performance Indicators Report (9302)," May 03.
- III-36 Rpt (U), 49 OSS, "T-38/F-4 Monthly Logistics Maintenance Performance Indicators Report (9302)," Jun 03.
- III-37 Rpt (U), 49 OSS, "T-38/F-4 Monthly Logistics Maintenance Performance Indicators Report (9302)," Jul 03.
- III-38 Rpt (U), 49 OSS, "T-38/F-4 Monthly Logistics Maintenance Performance Indicators Report (9302)," Aug 03.
- III-39 Rpt (U), 49 OSS, "T-38/F-4 Monthly Logistics Maintenance Performance Indicators Report (9302)," Sep 03.
- III-40 Rpt (U), 49 OSS, "T-38/F-4 Monthly Logistics Maintenance Performance Indicators Report (9302)," Oct 03.
- III-41 Rpt (U), 49 OSS, "T-38/F-4 Monthly Logistics Maintenance Performance Indicators Report (9302)," Nov 03.
- III-42 Rpt (U), 49 OSS, "T-38/F-4 Monthly Logistics Maintenance Performance Indicators Report (9302)," Dec 03.
- III-43 Memos (U), DynCorp, "Dyn-O-Gram," Jan-Dec 03.
- III-44 Msg (U), ACC/CC to AFMC/CC, et al, "Aircraft Status Standards for FY03," n.d.
- III-45 Plan (U), 49OSS/OSOS, "Monthly Operations and Maintenance Plan," Jan 03.
- III-46 Plan (U), 49OSS/OSOS, "Monthly Operations and Maintenance Plan," Feb 03.
- III-47 Plan (U), 49OSS/OSOS, "Monthly Operations and Maintenance Plan," Mar 03.
- III-48 Plan (U), 49OSS/OSOS, "Monthly Operations and Maintenance Plan," Apr 03.
- III-49 Plan (U), 49OSS/OSOS, "Monthly Operations and Maintenance Plan," May 03.
- III-50 Plan (U), 49OSS/OSOS, "Monthly Operations and Maintenance Plan," Jun

- 03.
- III-51 Plan (U), 49OSS/OSOS, "Monthly Operations and Maintenance Plan," Jul 03.
- III-52 Plan (U), 49OSS/OSOS, "Monthly Operations and Maintenance Plan," Aug 03.
- III-53 Plan (U), 49OSS/OSOS, "Monthly Operations and Maintenance Plan," Sep 03.
- III-54 Plan (U), 49OSS/OSOS, "Monthly Operations and Maintenance Plan," Oct 03.
- III-55 Plan (U), 49OSS/OSOS, "Monthly Operations and Maintenance Plan," Nov 03.
- III-56 Plan (U), 49OSS/OSOS, "Monthly Operations and Maintenance Plan," Dec 03.
- III-57 Charts (U), 49MOS/MXOOE, "F404 Engine Stats," Jan-Dec 03.
- III-58 Memo (U), 49MXG LSET Representatives, "LSET Meeting Minutes," 20 Aug 03.
- III-59 Memo (U), 49MXG LSET Representatives, "LSET Meeting Minutes," 5 Sep 03.
- III-60 Memo (U), 49MXG LSET Representatives, "LSET Meeting Minutes," 22 Sep 03.
- III-61 Database (U), 49MXG, "All Inspections," n.d.
- III-62 Rpt (U), ACC/LG, "49 FW Holloman AFB LSET Visit Report," 12 Dec 03.
- III-63 Email (U), Maj P Kanning, 49AMXS/MXA, to MSgt G Henneman, 49FW/HO, "More History," 19 Apr 04.
- III-64 Memo (U), AFRL, "March 2003 Accomplishments," Mar 03.
- III-65 Memo (U), AFRL, "Success Story: F-117 Study Expands Fighter Pilot Fatigue Knowledge," Dec 03.
- III-66 Memo (U), 49 MXG, "Air Force Repair Enhancement Program," n.d.
- III-67 Email (U), MSgt A Sandoval, 49MXG/MXQG, to MSgt G Henneman, 49FW/HO, "AFREP History," 10 Mar 04.
- III-68 Brfg (U), 49FW/CVF, "FOD Prevention Council Meeting," 30 Sep 03.

#### CHAPTER IV

- IV-1 Brfg (U), 49MMG, [Mission Brief] 12 Apr 04
- IV-2 Memo (U), 49MMG/MTFM, "MTT End of Course Report," 4 Aug 03
- IV-3 Memo (U), 49MMG/MTFM, "MTT End of Course Report," 11 Aug 03
- IV-4 Memo (U), 49MMG/MTFM, "MTT End of Course Report," 26 Aug 03

- IV-5 Memo (U), 49MMG/MTFM, "MTT End of Course Report," 22 Sep 03
- IV-6 <sup>1</sup> Memo (U), 49MMG/MTFM, "MTT End of Course Report," 24 Nov 03
- IV-7 Memo (U), 49MMG/SSF to 49MMG/CC, "Trip Report, Manning Assistance Request," 30 Jun 03
- IV-8 Memo (U), 49MMG/SSF to 49MMG/CC, "Trip Report, BEAR Base Working Group," 12 Aug 03
- IV-9 Memo (U), 49MMG/CEM to 49MMG/CC, "Civil Engineering Readiness Board," 8 Apr 03
- IV-10 Memo (U), 49MMSS/LGSC to 49MMG/CC, "Trip Report—Bear Base Integrated Process Team Conference—Robins AFB, Georgia," 6 Jun 03
- IV-11 Memo (U), 49MMG/CEM to 49MMG/CC, "Global Engagement Site Visit," 30 Jul 03
- IV-12 Memo (U), 49MMG/SSF to 49MMG/CC, "Trip Report, Tyndall AFB FL," 14 Jul 03
- IV-13 Rpt (U), "B-2 Shelter System," 13 Feb 04
- IV-14 Extract (U), JOCOTAS, "Department of Defense Standard Family of Tactical Shelters," Apr 03
- IV-15 Memo (U), 49MMG/CEM to 49MMG/CC, "Ultimate Building Machine Demonstration," 13 May 03
- IV-16 Memo (U), 49MMSS/LGSPOB to 49 MMSS/LGSP, "Bear Base Reconstitution and Management System Trip Report," 18 Nov 03
- IV-17 Memo (U), 49MMG/SSF to 49MMG/CC, "Trip Report, Eglin AFB," 2 Jul 03
- IV-18 Memo (U), 49MMG/SSF to 49MMG/CC, "Trip Report, Eglin AFB," 20 Jul 03
- IV-19 Memo (U), 49MMG/SSF to 49MMG/CC, "Trip Report, Eglin AFB," 4 Nov 03
- IV-20 Memo (U), 49MMSS/LGSPOB to 49 MMSS/LGSP, "OL-VIMS Product Selection," 24 Nov 03
- IV-21 Memo (U), 49MMS/BMEE to 49MMG/CC, "Generator Manufacturing Facilities," 14 Jun 03
- IV-22 Rpt (U), 49 MMG, "49th Materiel Maintenance Group in support of Operation Enduring Freedom," nd
- IV-23 Chart (U), 49MMG, "OEF Mission Log," 19 Dec 03
- IV-24 Email (U), TSgt B Knee, 49MMG/LGXC, to TSgt T Berling, 49FW/HO, "MMG Short Tons," 19 Dec 03
- IV-25 Chart (U), 49MMG, "OIF Mission Log," 19 Dec 03



- IV-26 Memo (U), 49MMS/CEM to 49MMG/CC, "Trip report for Operation Iraqi Freedom," 1 Aug 03
- IV-27 Memo (U), 49MMS/BMSM to 49MSS/BMDC, "Trip Report for Tallil/Baghdad concurrent J2 deployment," 19 Jan 04
- IV-28 Memo (U), 49MMS/BMD to 49MMS/CC, "Trip Report to Balad SE AB, Iraq," 15 Dec 03
- IV-29 Memo (U), 49MMS to 49MMSS/CC, "Trip Report to RAF Akrotiri," 16 Jun 03
- IV-30 Memo (U), 49MMS/BMM to 49MMG/CC, et al, "Eagle Flag Exercise and Reconstitution," 17 Nov 03

#### CHAPTER V

- V-1 Rpt (U), 49 OG/CC, "Executive Summary, Aircraft Accident," n.d.
- V-2 Data (U), MSgt Michael S. Gann, 49 FW/SE, to TSgt Terri J. Berling, 49 FW/HO, [Safety info Jan – Dec 03], 4 Mar 04.
- V-3 Brfg (FOUO), "Joint Operations Security Review Board," 7 May 03
- V-4 BSD (U), 49 FW/CP, "Battle Staff Directive 031217-01," 21 Dec 03
- V-5 Article, "Cities ramp up security on terror alert rise," [www.cnn.com](http://www.cnn.com), 21 Dec 03
- V-6 BSD (U), 49 FW/CP, "Battle Staff Directive 030207-01," 7 Feb 03
- V-7 E-mail (U), ACC CCSC, "(U) Force Protection Alerting Message, DTG 081930Z FEB 03 (U)," 8 Feb 03.
- V-8 EXORD (U), DA Washington DC, to RUEASRB/CDRFORSCOM, et al., "EXORD US Army Force Protection Support To US Air Force," 20 Dec 02
- V-9 Msg (U), HQ USAF to ALMAJXOM/FOA/DRU/CV, "Execution [sic] of Memorandum Of Agreement for Army Force Protection Support to AF Installations," n.d.
- V-10 E-mail (U), Michael S. McBride, 49 CES/CECS, to TSgt Terri J. Berling, 49 FW/HO, "Construction on HAFB," 10 Nov 03
- V-11 E-mail (U), Michael S. McBride, 49 CES/CECS, to TSgt Terri J. Berling, 49 FW/HO, "Construction from 01 Jan to 30 Jun 03," 12 Nov 03
- V-12 Chart (U), 49 CES/CECS, "Construction Started or Ended for 01 July thru 31 December, 2003," ca. 1 Mar 04
- V-13 Photo caption (U), "A cut above the rest," Sunburst, 27 Jun 03
- V-14 Email (U), Maura L. Pratt, 49 MDG/CCS, to All Holloman E-mail Users, "FW: TRICARE Service Center will be closed 24 Oct 03," 21 Oct 03
- V-15 Laura Pellegrino, "Water main floods Weapons School," Sunburst, 27 Jun 03, p. 3

- V-16 Amn Stephen Collier, "Theater work almost done," Sunburst, 29 Aug 03, p. 1
- V-17 E-mail (U), MSgt Steve Jones (49 MSS/CCF), to 49 MSS/FW Staff, "FW: Dirt track meeting," 17 Sep 03
- V-18 2Lt Stacy Nimmo, "Xeriscape program spreads across base," Sunburst, 12 Sep 03
- V-19 A1C Martha Whipple, "There's no place like home: Demolition begins June 12 for 138 Holloman houses," Sunburst, 30 May 03
- V-20 Memo (FOUO), "Asbestos Survey Results, Family Housing Project Holloman AFB, NM," 14 Jan 03
- V-21 E-mail (U), Susan Burge, 49 CES/CEH, to TSgt Terri J. Berling, 49 FW/HO, "RE: Housing Inventory for Wing History," 9 Mar 04
- V-22 E-mail (U), Joe Palko, Hunt Bldg, to TSgt Terri J. Berling, 49 FW/HO, "RE: Info request from the historian," 12 Mar 04
- V-23 Plans (U), US Army CE, "Contract Document Set, Contract No. DACA47-03-0006," 25 Aug 03
- V-24 Brfg (U), 49 CES/CEV, "Environmental Leadership Council," 24 Apr 03
- V-25 Brfg (U), 49 CES/CEV, "Environmental Leadership Council," 19 Sep 03
- V-26 Memo (U), 49 FW/CC to Distribution List, "Environmental Leadership Council (ELC) Meeting," 24 Apr 03
- V-27 Memo (U), 49 FW/CC to Distribution List, "Environmental Leadership Council (ELC) Meeting," 19 Sep 03
- V-28 Memo (U), 49 FW/CC for Distributions List, "Environmental Leadership Council (ELC) Meeting," 4 Mar 04
- V-29 Brfg (U), 49 CES/CEV, "Environmental Leadership Council," 3 Mar 04
- V-30 Laura Pellegrino, "Flight cleans polluted soil," Sunburst, 3 Oct 03
- V-31 A1C Vanessa Laboy, "Clean-up begins at old service station site," Sunburst, 5 Sep 03
- V-32 Rpt (U), 49 CES/CEV, "Internal Environmental Compliance Assessment Management Program Report (Draft Final Report)," n.d.,
- V-33 Website (U), <http://www.arboday.org/programs/treecityusa.cfm>, 1 Jun 04
- V-34 TSgt Paul Coupaud, "West Nile Virus found in bird," Sunburst, 5 Sep 03,
- V-35 Memo/1 ATCH (U), 49CPTS/FMA, "Minutes of Financial Management Board (FMB), 21 Feb 03," 25 Feb 03
- V-36 Memo/1 ATCH (U), 49CPTS/FMA, "Minutes of Financial Management Board (FMB), 31 Mar 03," 4 Apr 03
- V-37 Memo/1 ATCH (U), 49CPTS/FMA, "Minutes of Financial Management

- Board (FMB), 23 Jul 03," 4 Aug 03
- V-38 Memo/1 ATCH (U), 49CPTS/FMA, "Minutes of Financial Management Board (FMB), 20 Aug 03," Sep 03
- V-39 Brfg (U), 49CPTS/FMA, "Status of Funds," 30 Sep 03
- V-40 Memo (U), 49FW/ME to Distribution A & B, "Wing Climate Assessment Committee (WCAC) Report," 12 Nov 03
- V-41 Memo (U), 49FW/ME to Distribution A & B, "Wing Climate Assessment Committee (WCAC) Report," ca. Apr 03
- V-42 Brfg (U), 49 FW/ME, "Wing Climate Assessment Committee," Nov 03
- V-43 Brfg (U), 49FW/JA, "Status of Discipline," Dec ~~04~~ 03

#### APPENDICIES AND CHRONOLOGY

- A-1 Chart (FOUO), 49 FW, "HAFBVA 33-3," (information used is U), 1 Oct 03.
- A-2 Roster (U), First Sergeants Council, "Holloman AFB First Sergeants," Jan-Dec 03
- A-3 Rpts (U), 49 FW/MO, "Strength Reports," Jan-Dec 03
- A-4 E-mail (U), SMSgt R Benton, 49 MXS/MXMW, to TSgt T. Berling, 49 FW/HO, "Ammo History," 28 Jan 04
- A-5 Rpts (U), 49OSS/OSOS, "Range User Summary," Jan-Dec 03
- A-6 (U) Various base newspapers, briefings, messages, and letters pertaining to awards.
- A-7 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 02A," 21 Jan 03.
- A-8 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 03," 071625Z Feb 03.
- A-9 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B," 5 Mar 03.
- A-10 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B Correction," n.d.
- A-11 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 04," 11 Feb 03.
- A-12 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B Correction," 111623Z Feb 03.
- A-13 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 05," 121830Z Feb 03.
- A-14 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 06," 8 Mar 03.
- A-15 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 07," 8 Mar

- 03.
- A-16 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 08," 15 Mar 03.
- A-17 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 09," 25 Mar 03.
- A-18 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 09A," 26 Mar 03.
- A-19 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 10," 8 Apr 03.
- A-20 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 10A," 11 Apr 03.
- A-21 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 11," 151934Z Apr 03.
- A-22 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 12," 2 May 03.
- A-23 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 12A," 020658Z May 03.
- A-24 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 10B," 092333Z Jul 03.
- A-25 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 14," 4 May 03.
- A-26 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 15," 14 May 03.
- A-27 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 15," 092338Z Jun 03.
- A-28 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 16," 15 May 03.
- A-29 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 16A," 15 May 03.
- A-30 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 16B," 15 May 03.
- A-31 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 17," 152315Z May 03.
- A-32 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 18," 22 May 03.
- A-33 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 20," 8 Sep 03.
- A-34 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 20A," 10

- Sep 03.
- A-35 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 21," 242222Z Sep 03.
- A-36 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 22," 8 Sep 03.
- A-37 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 22A," 14 Oct 03.
- A-38 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 23," 132150Z Dec 03.
- A-39 Msg (U), 49FW/CP to ACC Command Center, et al, "OpRep 3B 23A," 132150Z Dec 03.
- A-40 "Fifty years of service," Alamogordo Daily News, 6 Mar 03.
- A-41 AFNews, "Air Force selects 2003 Tops in Blue team," 7 Mar 03.
- A-42 Email (U), CMSgt R Beggs to T Berling, 49FW/HO, "Stop Loss snapshot, AFPN article, clarification, and message," 18 Mar 03.
- A-43 News Releases (U), 49FW/PA, [2003 News Releases] Jan-Dec 03.
- A-44 AFNews, "Pilots receive Distinguished Flying Crosses for first strike of OIF," 21 Apr 03.
- A-45 L Pellegrino, "Holloman senior NCO chosen for AFIT," Sunburst, 23 May 03.
- A-46 Memo (U), 49FW, "Roll Call," 12 May 03.
- A-47 Memo (U), 49FW, "49th Fighter Wing Commander's Town Hall Meeting," Jun 03.
- A-48 Email (U), Capt C. Stenger, 49OSS/OSW, to 20FS/DO, et al, "Morning Weather Brief, 19 Jun 03," 19 Jun 03.
- A-49 Email (U), Lt Col M Engeman, 49FW/DS, to All Holloman E-mail users, 6 Jul 03.
- A-50 L. Pellegrino, "Pilot for a Day takes flight," Sunburst, 11 Jul 03.
- A-51 L. Pellegrino, "Nighthawk pilot wing British airshow award," Sunburst, 1 Aug 03.
- A-52 L Pellegrino, "Dorm residents clean house, earn awards," Sunburst, 8 Aug 03.
- A-53 Email (U), MSgt S Jones, 49 MSS/CCF, to 49 MSS/FW Staff, "Team Holloman 03," 3 Sep 03.
- A-54 TSgt P Coupland, "Base leadership addresses issues," Sunburst, 26 Sep 03.
- A-55 R DeMark, "49th FG reunited, finds historical ties with 4th FW," Sunburst, 12 Sep 03.

- A-56 Email (U), A1C R Daugherty, 49FW/CPO to 49 FW Staff All Users, "Sports Day," 13 Aug 03.
- A-57 Amn S Collier, "Team Holloman hosts stealth triathlon," Sunburst, 10 Oct 03.
- A-58 Amn S Collier, "Holloman airmen log on at Digital Media Zone," Sunburst, 24 Oct 03.
- A-59 "Holloman celebrates history at AF Ball," Sunburst, 24 Oct 03.
- A-60 SrA B Dupper-Macy, "Installation Excellence team inspects Holloman," 24 Oct 03.
- A-61 Amn S Collier, "Local leaders learn more of AF mission," Sunburst, 7 Nov 03.
- A-62 A1C V LaBoy, "SNCO earns Bronze Star," Sunburst, 26 Nov 03.
- A-63 M Shinabery, "Senate OKs bill to fund Holloman, WSMR projects," Alamogordo Daily News, 13 Nov 03.
- A-64 Email (U), Maj T Mack, 49FW/CP to Holloman BSDs, "System Restored: 911 and Communication Outage," 20 Nov 03.
- A-65 A1C V LaBoy, "SNCO pins on unexpected star," Sunburst, 5 Dec 03.

## DISTRIBUTION LIST (U)

## COPY NUMBER

## Narrative/Electronic Versions/Supporting Documents

AFHRA/ISA  
600 Chennault Circle  
Maxwell AFB, AL 36112-6424

1

49FW/HO  
490 First Street  
Holloman AFB, NM 88330

2

## Narrative/Electronic Version

ACC/HO  
162 Dodd Blvd  
Langley AFB, VA 23665-1994

3