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HISTORY
OF THE
49TH FIGHTER WING (U)
1 JANUARY – 30 JUNE 1999

NARRATIVE
VOLUME NO. I

Assigned to
Twelfth Air Force, Air Combat Command

Stationed at
Holloman Air Force Base, New Mexico

by:
MSgt William P. Alexander
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WILLIAM J. LAKE
Brig Gen, USAF
Commander

DATE SIGNED _____
OFFICE OF ORIGIN: 49 FW/HO

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CHAPTER I MISSION AND ORGANIZATION (U)

MISSION (U)

(U) The 49th Fighter Wing (FW), stationed at Holloman Air Force Base (AFB), New Mexico, trained and responded to national security objectives with its primary weapon system, the F-117A *Nighthawk*. Using the F-117A, the Air Force's first fighter capable of low observable (stealth) technologies, the 49th employed the Air Force core competency of ***precision engagement***: "giving the Air Force the ability to destroy more targets with fewer resources...lighter, leaner, and more lethal."¹ The combination of stealth technology with precision weapons resulted in smaller aircraft packages, requiring fewer sorties to destroy high-value targets.²

(U) Fielding this power, the 8th and 9th Fighter Squadrons served as the combat arm of the 49th Fighter Wing (51 total aircraft assigned). The 7th Combat Training Squadron (previously fighter squadron) provided all levels of training for initial and upgrade F-117 pilots.³

(U) In addition to this primary mission, the wing's 20th Fighter Squadron trained German Air Force pilots in the F-4F, the 7th Combat Training Squadron used the T-38A to train F-117A and T-38A aircrews, the 49th Materiel Maintenance Group

¹ Extract (U), USAF, "Posture Statement," ca. 1999, SD I-4.

² Fact Sheet (U), USAF/PA, "F-117 Nighthawk," Mar 96, SD I-5.

³ Paper (U), "49th Fighter Wing Mission," ca 1999, SD I-6.

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managed bare base assets, providing a global mobility mission, and the 49th Medical Group maintained an air transportable hospital. Furthermore, the 49th Support Group held responsibility for the infrastructure of Holloman AFB, including security, communications, and morale, welfare, and recreation and administrative support for over 6,000 assigned personnel. Factoring in the care for dependents and retirees, Team Holloman totaled more than 18,000 people.⁴

(U) Brig Gen William J. Lake continued to command the 49th Fighter Wing, since his assumption on 15 June 1998. Providing overall command, control, direction, and guidance, Air Combat Command (ACC), stationed at Langley AFB, Virginia, served as the wing's major command. In 1999, ACC operated under the following mission statement, "Air Combat Command Professionals, providing the world's best combat air forces, delivering rapid, decisive, and sustainable airpower, anytime, anywhere."⁵ Concurrently, Twelfth Air Force, stationed at Davis-Moahan AFB, Arizona, operated as the 49th's intermediate headquarters.

(U) Implementing ACC objectives, the 49 FW defined its mission statement:

Improving on over 50 year years of Forty-Niner excellence by providing:

- Mission ready forces to meet worldwide contingencies
- The best training for our people and international aircrews
- Quality support for all base personnel, associate units, and the local community⁶

(U) In 1999, the 49th Fighter Wing's leadership refined the wing's goals, designed to "provide a shared vision to reach our ultimate goal of mission readiness."⁷ The wing's goals are listed on the following page.

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⁴ Email (U), Capt S Schlacter, 49FW/CCE to 49 FW All Staff Agency Chiefs, "New Fighter Wing Mission Descriptions," 1 Mar 99, SD I-7.

⁵ Plan (U), HQ ACC, "Air Combat Command Strategic Plan," ca. 1999, SD I-8.

⁶ Flyer (U), 49FW, "49FW Goals for 1999," ca Mar 99, SD I-9.

⁷ Memo (U), 49FW/CC to All Group Commanders and Fighter Wing Staff Agency Chiefs, "1999 Wing Goals," 10 Mar 99, SD I-10.

1. (U) Deploy air base defense forces and provide observation/listening post/outpost combat/recon patrols, tactical defense forces, and mobile reserve. In the absence of capable friendly forces, provide external ABD [air base defense] in a dismounted/mounted mode.
2. (U) Provide military working dog team detection in support of deployed weapons systems.
3. (U) Provide security for all deployed resources, personnel and facilities at any given deployment location. The security force protection mission includes establishing physical security measures for deployed aircraft, other priority assets, work areas, beddown location, and access points to key areas. Security planners have the responsibility to ensure that anti-terrorism and base defense plans are implemented as required.²³

Plans (U)

²³ Rpt (S/DECL X4), ACC/SFOC, "0049 SFS (U)," 16 Dec 98, (information used is U), SD I-20.

²⁴ (U) C-Day represents the beginning of operations. Therefore, C+10 equated to ten days after operations commenced.

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²⁸ *Ibid.*

²⁹ *Ibid.*

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³⁰ Extract (S/DECL X4), USCENTAF, "COMUSCENTAF Oplan 1002-96 (U)," 6 Aug 96, filed as SD I-24, 49 FW Hist Jul 96-Dec 97

³¹ Extract (S/DECL X4), USCENTAF, "COMUSCENTAF Oplan 1002-96 (U)," 6 Aug 96, filed as SD I-24, 49 FW Hist Jul 96-Dec 97; Brfg (S/UO/Decl OADR dated Sep 98), 49FW/XP, "49FW Plans Summary (U)," ca Sep 98, filed as SD I-7 in 49 FW History, Jan-Jun 98.

³² See Note Above.

³³ Chart (S/DECL OADR dated 1 Oct 98), [1003-96 TPFDL, Khamis Mushait Listing (U)] 1 Oct 98, filed as SD I-8 in 49 FW History, Jan-Jun 98; Chart (S/DECL

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USCINCPAC OPlan 5027 (U)

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OADR dated 2 Oct 98), [1003-96 TPFDL, Holloman TPFDL (U)] 2 Oct 98, filed as SD I-9 in 49 FW History, Jan-Jun 98; Chart (S/DECL OADR dated 23 Jul 98), [1003-96 TPFDL, Complete TPFDL (U)] 23 Jul 98, filed as SD I-10 in 49 FW History, Jan-Jun 98.

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ORGANIZATIONAL CHANGES (U)

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F-117A Restructure (U)

(U) Per QDR requirements, the 49th Fighter Wing prepared for a reorganization of its F-117 training program. For the last seven years, since the arrival of the F-117s at Holloman AFB in 1992, the 7th Fighter Squadron conducted all levels of F-117 flying training while the 49th Training Squadron performed academic training and ran the F-117 simulator. The 7th maintained its own fleet of nine F-117s and 15 T-38s used for pilot training.³⁸

(U) This reorganization called for the inactivation of the 49th Training Squadron, and the consolidation of all training functions under the redesignated 7th Combat Training Squadron. Additionally, the QDR called for the reassignment of the squadrons F-117s, six to the 9th Fighter Squadron and three into attrition reserve. Thus,

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³⁷ Hist (S/UO/DECL OADR dated 14 Jan 99), 49FW/HO, "History of the 49th Fighter Wing, Jul-Dec 98 (U)," 19 May 99 (information used is U).

³⁸ Fact Sheet (U), "7th Fighter Squadron," nd, SD I-21; Fact Sheet (U), "49th Training Squadron," nd, SD I-22.

the operational squadron would maintain and generate aircraft for the training mission. Overall, these realignments resulted in the reduction of 174 manpower authorizations (114 from the 7th Fighter Squadron, 47 from the 49th Maintenance Squadron, six from the 49th Logistics Support Squadron, four from the 49th Fighter Wing Staff, two from the 49th Operations Support Squadron, and one from the 49th Training Squadron).³⁹

(U) While wing leaders agreed with the consolidation of all training facets under one squadron, many questioned the feasibility of relocating the F-117s and moving others into attrition reserve. Moving the aircraft to the 9th, and consolidating all maintenance operations would stretch the flying day for the operational squadron. The 7th preferred to conduct its training in the morning, with cooler temperatures and lower winds at Holloman AFB, while the 8th and 9th flew at night, aligned with their wartime mission. However, in order to keep the maintenance day reasonable, the 7th would have to train in the late afternoon hours. Even so, this lengthened flying day for the operational squadron stretched maintenance and maintenance supervision. Additionally, squadron leadership harbored concerns about the availability of maintenance personnel, should the 9th Fighter Squadron deploy.⁴⁰

(U) Another area of concern centered on the loss of the three attrition reserve aircraft that would be stored, coded, and pulled out if the wing lost an aircraft [plans originally called for three attrition reserve, the number dropped to two after the loss of aircraft 806 on 27 March 1999]. With the loss of three aircraft, and associate maintenance personnel and pilots, the 7th planned on being able to train 24 pilots per year in initial qualification training, with a maximum 27. In 1998, the 7th trained 35 pilots, and would not be able to meet that level under the post-QDR organization.⁴¹

³⁹ Hist (S/UO/DECL OADR dated 14 Jan 99), 49FW/HO, "History of the 49th Fighter Wing, Jul-Dec 98 (U)," 19 May 99 (information used is U).

⁴⁰ *Ibid.*

⁴¹ Interview (U), SSgt G Henneman, 49FW/HO, with Capt M Reese, 7FS/DOB, "7th Fighter Squadron Reorganization," 22 Mar, filed as SD I-18 in 49 FW History Jul-Dec 98.

(U) In an October 1998 letter, General Lake identified his concerns, principally manning reductions and the attrition reserve aircraft, to General Richard E. Hawley, Air Combat Command Commander. General Hawley replied that he understood the concerns, but did not concur, "The XP, DO, and LG [Plans, Director of Operations, Logistics] evaluation is that there are sufficient flying hours and maintenance manpower already available at the wing to meet the mission."⁴² Despite the command position, local leadership remained leery of the changes. Lt Col Andrew W. Papp, 7th Fighter Squadron Commander noted, "While we will make it work, it is not in the best interest of the 7th Fighter Squadron, the 49th Fighter Wing, or the United States Air Force...it is difficult to implement and will reduce our ability to produce F-117 pilots."⁴³

(U) Despite the concerns, the changes took place as planned and on schedule. On 17 June 1999, the 7th Fighter Squadron redesignated as the 7th Combat Training Squadron, and the 49th Training Squadron inactivated.⁴⁴ On 1 July, pilot manning for the 7th dropped from 16 to 10 pilots. Although the squadron lost six pilots, ACC allowed the 49th Fighter Wing to use the funding for those positions to fund six previously unfunded enlisted positions. The chart on the following page illustrates the organization structure of the 7th Combat Training Squadron.⁴⁵

⁴² Memo (U), ACC/CC to 49FW/CC, "49FW QDR Package (7FS)," 2 Dec 98, filed as SD I-19 in 49 FW History Jul-Dec 98.

⁴³ Telecon (U), Lt Col A Papp, 7FS/CC, with SSgt G Henneman, 49FW/HO, 22 Mar 99.

⁴⁴ SO GB-73 (U), ACC, 15 May 1999, SD I-1.

⁴⁵ Email (U), TSgt B Marcum, 49FW/MQ, to SSgt G Henneman, 49FW/HO, [CTS] 6 Aug 99, SD I-23.

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Airshow Support (U)

(U) During a normal year, the F-117A supported over 100 airshows throughout the United States. This support consisted of aircraft static displays and flyovers. During the summer months the demand required the 49 FW to deploy aircraft, pilots and support personnel to the East Coast in support of the numerous airshows in that region. The assigned fighter squadrons rotated three pilots and 30 support personnel to support this additional tasking.⁹¹

(U) Headquarters Air Combat Command developed a scheduling policy that balanced the overwhelming requests for the F-117A, funding limitations, and operational

⁸⁸ A1C C Uhles, "Acting SECAF Visits Base," Sunburst, 19 Feb 99, SD-44a; Itinerary (U), 49 FW/CCP, "Honorable F. Whitten Peters," ca 17 Feb 99, SD-45.

⁸⁹ Msg (U), HQ ACC/CEK to 49WG/CC et al, "HQ ACC/CE Visit to Holloman AFB," 051630Z Mar 99, SD-46; Itinerary (U), 49 FW/CCP, "Major General (S) Earnest Robbins II," ca 5 Apr 99, SD-47.

⁹⁰ Itinerary (U), 49 FW/CCP, "Brigadier General Harry Gatanas," ca 8 Feb 99, SD-48.

⁹¹ Hist (S/DECL OADR dated 14 Jan 99), 49 FW/HO, "History of the 49 Fighter Wing, Jul-Dec 98 [Chapter I]," (information used is U).

tempo. This policy limited the F-117As to no more than 120 events per airshow season, which typically ran from March to November. Sixty percent of the events would be static displays and 33 percent flyovers. The remaining seven percent supported high visibility events.⁹²

(U) However the first half of 1999 was not a normal year. The 49 FW supported three airshows on the East Coast during March, but with the deployment of two fighter squadrons during Operation Noble Anvil, the 49 FW could not support further airshows. On 15 April 1999, Headquarters ACC relieved the 49 FW of supporting off-station tasking such as airshows and weapon school support missions until further notice. From April through June, the 49 FW canceled aircraft support to 44 airshows throughout the United States and Canada. This allowed the 49 FW to concentrate its resources on the combat mission.⁹³

⁹² Msg (U), HQ ACC/DO to 49 FW/CC et al, "F-117 Scheduling and Approval Policy," 300926Z Mar 99, SD-49.

⁹³ Msg (U), HQ ACC/DO to 49 FW/CC et al, "F-117A Airshow Participation," 151259Z Apr 99, SD-50; Chart (U), "Airshow Schedule 99," nd, SD-51.

CHAPTER II

OPERATIONS AND TRAINING (U)

(U) The 49th Operations Group encompassed the flying missions of the 49th Fighter Wing. In their mission statement, the group summarized its responsibilities, “The 49th Operation Group supports national security objectives, as directed by the Joint Chiefs of Staff, by utilizing F-117A stealth fighters, and in training US Air Force and allied aircrews in F-117A, T-38, and F-4 transition, instructor, and fighter weapons instructor courses.”¹

(U) As the sole home of the F-117A, the 7th Combat Training Squadron conducted all United States Air Force pilot training in the stealth fighter. Employing the combat power, the 8th and 9th Fighter Squadrons served as the operational flying squadron. Providing training to German Air Force pilots, the 20th Fighter Squadron utilized German F-4Fs for fighter weapons course instruction.²

(U) The following pages outline the 1999 goals of the 49th Operations Group.

¹ Rpt (U), 40OG, “49th Operations Group,” ca 1999. SD II-1.

² *Ibid.*

TABLE II-1

49th OPERATIONS GROUP 1999 GOALS (U)³**COMBAT READINESS & POWER PROJECTION:** *Continue to improve our ability to meet any world wide tasking by modernizing, equipping and training to put bombs on target, on time, whenever and wherever needed*

- SCORE EXCELLENT OR ABOVE ON ALL PHASE I AND PHASE II EXERCISES/ORE'S
- STRIVE FOR TRAINING ALL PERSONNEL TO FULLY QUALIFIED STATUS IN MINIMUM TIME
- MAINTAIN F-117A AIRCRAFT AT 80% MC RATE
- KEEP F-117A AIRCRAFT ABORT RATE BELOW 6%
- ACHIEVE F-117A WEAPONS RELEASE RELIABILITY OF 99% AND A HIT RATE OF 90%
- PUT BOMBS ON TARGET WITHIN 2 SECONDS OF ASSIGNED TOT
- 100% OF ALL TASKED AIRCRAFT GENERATED WITHIN PROGRAMMED TIMELINE
- SAFE, EFFICIENT, AND ON-TIME DEPLOYMENTS WITH ZERO ACCIDENTS OR INCIDENTS
- 100% OF TASKED AIRCRAFT/FORCES REGENERATED FOR COMBAT WITHIN TIME LIMITS
- NO CLASS A/B OPERATOR/MAINTENANCE FACTOR MISHAPS

TAKING CARE OF OUR PEOPLE: *Foster the highest quality of life for all our people*

- USE SENIOR LEADERSHIP AND IMMEDIATE SUPERVISOR MENTORING TO LEAD BY EXAMPLE AND DEMONSTRATE CORE VALUES
- PROMOTE WELLNESS AND FITNESS PROGRAMS
- PROVIDE SUPPORT TO OUR AIR FORCE FAMILIES ESPECIALLY DURING DEPLOYMENTS AND HARDSHIPS
- ENHANCE THE WORKPLACE THROUGH FACILITY AND ENVIRONMENT IMPROVEMENTS
- RECOGNIZE OUTSTANDING PERFORMERS THROUGH A TAILORED AWARDS PROGRAM
- PROMOTE DETAILED AND FREQUENT PERFORMANCE FEEDBACK TO ENHANCE INDIVIDUAL PERFORMANCE AND JOB SATISFACTION
- INSTILL SAFETY AS A WAY OF LIFE BOTH ON AND OFF DUTY
- INGRAIN AND ENFORCE THE USE OF ALL SAFETY AND PERSONAL PROTECTIVE EQUIPMENT
- PROMOTE EDUCATIONAL DEVELOPMENT FOR OUR PEOPLE AND INCREASE PARTICIPATION BY 10 %
- RETAIN 75% OF ALL AFSCs ON ACTIVE DUTY
- RECOGNIZE HONORABLE SERVICE TO COUNTRY BY ENSURING APPROPRIATE END OF SERVICE AWARDS

MODERNIZE: *Aggressively modernize our combat assets, support assets, and way of doing business.*

- COMPLETE WSMR, CHEROKEE, AND HOLLOMAN RAPCON CONSOLIDATION
- SECURE HIGHER HEADQUARTERS SUPPORT FOR WST MODERNIZATION ROADMAP
- REDUCE PERSONNEL AND EQUIPMENT MISHAPS BY 50% THROUGH EDUCATION, TRAINING, AND SUPERVISION
- FURTHER INTEGRATE LOCOMM INTO OUR PLANNING AND TACTICS
- EXPAND THE HORIZONS OF L.O. DEPLOYMENT THROUGH INNOVATION, TACTICS, AND FULL PARTICIPATION IN SPIRIT-HAWK 99
- SEAMLESS TRANSITION OF THE 7 FS AND IT'S FTU MISSION INTO THE 9 FS
- FURTHER ENHANCE F-117 LETHALITY AND SURVIVABILITY BY MAXIMIZING EFFECTIVENESS AND SUPPORT ASSETS
- CAPITALIZE ON ADPE AND 8MM RECORDING TO IMPROVE FLIGHT TRAINING EFFICIENCY
- ENCOURAGE A CULTURE OF CONTINUOUS IMPROVEMENT THROUGH ACTIVE ASAP AND SAFETY DAY PROGRAMS

³ Rpt (U), 49OG/CC, "1999 Goals," ca 1999.

49th OPERATIONS GROUP GOALS (CON'T)

REDUCE THE COST OF DOING BUSINESS: *Eliminate waste while facilitating quality practices and initiatives*

- ACHIEVE EXCELLENCE IN ALL WE DO
- ACTIVELY SEEK COST CUTTING OPPORTUNITIES THROUGH OUTSOURCING AND GOALS AT EACH ECHELON OF COMMAND
- FURTHER REFINE QPMs INTO MEANINGFUL, MISSION RELATED, PROCESS AND RESULTS ORIENTED QUALITY PERFORMANCE MEASURES
- CONDUCT DETAILED LONG RANGE PLANNING TO GUIDE UNITS WITH RESOURCE APPLICATION
- ENCOURAGE INNOVATIVE THINKING THROUGH INDIVIDUAL AND TEAM RECOGNITION
- OPTIMIZE THE NUMBER OF F-117 PILOTS ASSIGNED TO THE WING, AND REDUCE JOBS WHICH SADDLE PERSONNEL WITH UNNECESSARY ANCILLARY DUTIES

INTERNATIONAL PROGRAMS: *Provide world class formal course academic and flying training for our international partners*

- MAINTAIN AN F-4F ACADEMIC QUALITY RATING OF 4 ON A FIVE POINT SCALE
- MAINTAIN 99% F-4F SIMULATOR MISSION CAPABLE RATE
- CONTINUOUSLY IMPROVE GERMAN AIR FORCE FLIGHT TRAINING SYLLABI, LESSON PLANS, AND MISSION SCENARIOS
- CLOSELY COORDINATE OPS SCHEDULING AND MAINTENANCE CONTRACTING EFFORTS TO ACHIEVE AN AIRCRAFT MC RATE AT OR ABOVE 84% AND AN ABORT RATE OF LESS THAN 5%
- MAINTAIN PFT SCHEDULING EFFECTIVENESS AT OR ABOVE 80%
- ENHANCE F-4F AND TORNADO MISSION EMPLOYMENT TRAINING
- FACILITATE A SAFE, EXPEDITIOUS GAF II EXPANSION PROGRAM WHILE SIMULTANEOUSLY MINIMIZING IMPACT ON OTHER WING OPERATIONS

COMMUNITY PARTNERSHIP: *Promote public awareness, community involvement, social responsibility, and partnership with holloman and local communities*

- INCREASE COMMUNITY AWARENESS OF HOLLOMAN'S PURPOSE THROUGH AIRSHOWS, OPEN HOUSE EVENTS, AND STATIC DISPLAYS
- ENCOURAGE PERSONNEL TO SUPPORT LOCAL COMMUNITY CHARITABLE CAUSES AND WORTHWHILE SOCIAL PROGRAMS
- REDUCE ALCOHOL RELATED INCIDENTS BY 50%
- INCREASE AWARENESS AND EDUCATE OUR PERSONNEL ON ENVIRONMENTAL PROTECTION STANDARDS, PROCEDURES, AND PRECAUTIONS
- CONTINUE TO REDUCE HAZARDOUS WASTE AND THE COST OF HAZARDOUS MATERIAL USAGE THROUGH ALTERNATIVES SUCH AS INNOVATION, SUBSTITUTION, AND REPLACEMENT
- STRIVE FOR FLAWLESS ENVIRONMENTAL INSPECTION RESULTS ON EACH INSPECTION

Status of Resources and Training System (U)

(U) The Chairman, Joint Chiefs of Staff (JCS) directed the Status of Resources and Training System (SORTS), implemented by JCS Publication 1-03.3 and administered within the Air Force through AFI 10-201, *Status of Resources and Training System*. The

SORTS program gave National Command Authorities, the JCS, and warfighting CINCs the ability to identify the readiness of required mission assets.⁴

(U) Individual squadrons and groups reported their readiness on a monthly basis through category ratings, ranging from C-1 through C-6. A C-1 rating identified a fully combat ready unit, as prescribed in its DOC statements; a C-2 rating indicated the unit could fulfill a bulk of the wartime taskings; C-3 noted that major portions of the wartime mission could be fulfilled; a rating of C-4 indicated additional resources and/or training were needed before the unit could fulfill its mission; C-5 marked units undergoing a resource change; and, C-6 identified categories not rated. An overall category level was determined after an assessment of four areas: personnel, equipment and supplies, equipment condition, and training. The highest rating in any of the four categories determined the overall rating. For example, a C-2 in personnel would make the unit's overall level C-2. However, commanders had the authority to raise or lower their squadrons overall level, based upon their own perception of the unit's ability to fulfill required taskings. Wing and command leadership emphasized the importance of honest SORTS reporting. SORTS was not only a tool to measure combat preparedness, but also identified shortages and limiting factors to higher headquarters.⁵

⁴ Brfg (U), ACC AOS/AOCR, "SORTS," 16 Jun 98, filed as SD II-3, in 49 FW History, Jan-Jun 98.

⁵ *Ibid.*

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(U) Air Traffic Controller manning remains one of our biggest concerns (7 of 18 in the tower; 21 of 37 in the RAPCON). We continue to stretch and be creative, but further reductions in hours are imminent. Satisfying the needs of WSMR [White Sands Missile Range], GAF TTC, and Test Group activities (as well as the 49 FW), is beyond the capability of our available controllers as each organization's needs are frequently outside the wing's flying windows.⁹

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⁷ Email (U), Lt Col M Carpenter, 9FS/CC, to SSgt G Henneman, 49FW/HO, "Assigned personnel," 19 Aug 99, SD II-3.

⁹ Ltr (U), 49FW/CC to ACC/CC, [Quarterly Letter (U)] 8 Jul 99, SD I-3.

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PILOT TRAINING (U)

(U) In addition to employing combat airpower, the 49th Fighter Wing held responsibility for pilot training. This training include all US Air Force F-117 training, from initial to instructor-level. Using the T-38A as a chase plane with the single-seat F-117, the 7th Combat Training Squadron also conducted pilot training in the T-38. Furthermore, the 20th Fighter Squadron trained German Air Force crews in the F-4F.¹⁴ From January-June 1999, the wing graduated the following pilots:

TABLE II-2
Graduated Pilots (U)¹⁵

Course	Number of Students
F-117 Transition/Requalification Training Course	18
F-117 Instructor Pilot Upgrade	4
T-38 Companion Trainer Program	18
T-38 Companion Trainer Program Instructor Pilot	4
F-4 B-Course	6
F-4 Instructor Course	3

(U) The F-117 transition/requalification course trained pilots new or requalifying with the F-117. Broken into two tracks, the first track trained new F-117 pilots, who were required to have been a previous four-ship flight leader with 500 hours of flight time in a fighter, attack, reconnaissance fighter, or special reconnaissance aircraft. Under the first track, the student underwent 42 days of training, 28 ground days

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¹⁴ Memo (U), Det 4, ACC TRSS/CC to ACC TRSS/CC, "Formal Training Courseware Index," 9 Jul 99, SD II-4.

¹⁵ Email (U), Maj C Brantley, Det 4 ACC TRSS/SME, to SSgt G Henneman, 49FW/HO, [Graduated Pilots] 19 Aug 99, SD II-5; Telecon (U), SSgt G Henneman, 49FW/HO, with F McGee, 7TRS/DOR, 19 Aug 99.

and 14 flight days. Requalifying previous F-117 pilots, track two provided 38 training days, 26 ground and 12 flight.¹⁶

(U) Under a three-track program, the 49th trained pilots under the T-38 companion trainer program. Composed of F-117A pilots or others identified by the unit commander, pilots underwent 13 training days, three ground and 10 flight. The second track, used by pilots with at least one hour as an aircraft commander, and having graduated the T-38 undergraduate pilot training course, required 20 days of training, four days of ground training and 16 days of flight training. Non-prior T-38 qualified pilots served under track III, which required 22 training days, 4 ground and 18 flight.¹⁷

(U) Providing T-38 instructor pilot upgrade training, the companion trainer program instructor upgrade course provided instructor pilots to the T-38 program. Depending on pilot experience, this course lasted ten to twelve days, with one day of ground training and nine to 11 days of flight training.¹⁸

Ready Aircrew Program (U)

(U) Air Combat Command continued to use the ready aircrew program (RAP) to measure pilot training levels. In its first two years, the program ran from 1 July-30 June of each year. However, in order to bring the program in line with fiscal requirements, the 1999 program ran 15 months, from 1 July 1998-30 September 1999.¹⁹ The RAP focused on training requirements and reporting procedures, improving overall

¹⁶ Syllabus (U), ACC/XOFT, "F-117A Transition/Requalification Training Course," Jun 99, SD II-6.

¹⁷ Syllabus (U), ACC/XOFT, "T-38 Companion Trainer Program Qualification Course," May 99, SD II-7.

¹⁸ Syllabus (U), ACC/XOFT, "T-38 Companion Trainer Program Instructor Upgrade Course," May 99, SD II-8; Syllabus (U), ACC/XOFT, "T-38 Flying Criterion Referenced Objectives," May 99, SD II-9; Syllabus (U), ACC/XOFT, "T-38 Companion Trainer Program Qualification Course," Apr 99, SD II-10.

¹⁹ Msg (U), ACC/DOT to 49OG/CC, "Companion Trainer Program Training Cycle Realignment," 151600Z Apr 99, SD II-11.

aircrew training, the program "provided baseline training requirements for units to use in developing a realistic training program tailored to unit specific requirements."²⁰

(U) After completing initial and mission qualification training, pilots were assigned to either a basic mission capable (BMC) or combat mission ready (CMR) position. The majority of pilots fell into the CMR category—the wing's front-line fighter pilots, which maintained proficiency in all core missions. Pilots who held wing supervision or staff positions trained to a BMC level, maintaining familiarity in all missions and proficiency in some core missions.²¹ The following table illustrates the annual sortie requirements for the F-117A and T-38A.

Table II-3
F-117A Ready Aircrew Program Requirements
1 July 1998-30 September 1999 (U)²²

Training Requirements	BMC (INEX/EXP)	CMR (INEX/EXP)
Annual Sortie Requirements	90/75	117/102
Surface Attack Tactics-Day	54/40	69/59
Surface Attack Tactics-Night	8/8	28/25
Commander Option	28/27	20/18

Table II-4
T-38A Ready Aircrew Program Requirements
1 July 1998-30 September 1999 (U)²³

Sortie Requirements	INEX/EXP
Annual Sortie Requirements	
Instructor Pilot	72/68
First Pilot	36
Mission Pilot	26/22

²⁰ Msg (U), ACC/DOT to 49OG/CC, "F-117 Ready Aircrew Program, 1 Jul 98-30 Jun 99", nd, SD II-12.

²¹ Memo (U), ACC/XOFT, "Ready Aircrew Program," nd, SD II-13.

²² Msg (U), ACC/DOT to 40OG/CC, et al, "F-117 Ready Aircrew Program, 1 Jul 98-30 Sep 99," 151630Z Apr 99, SD II-14.

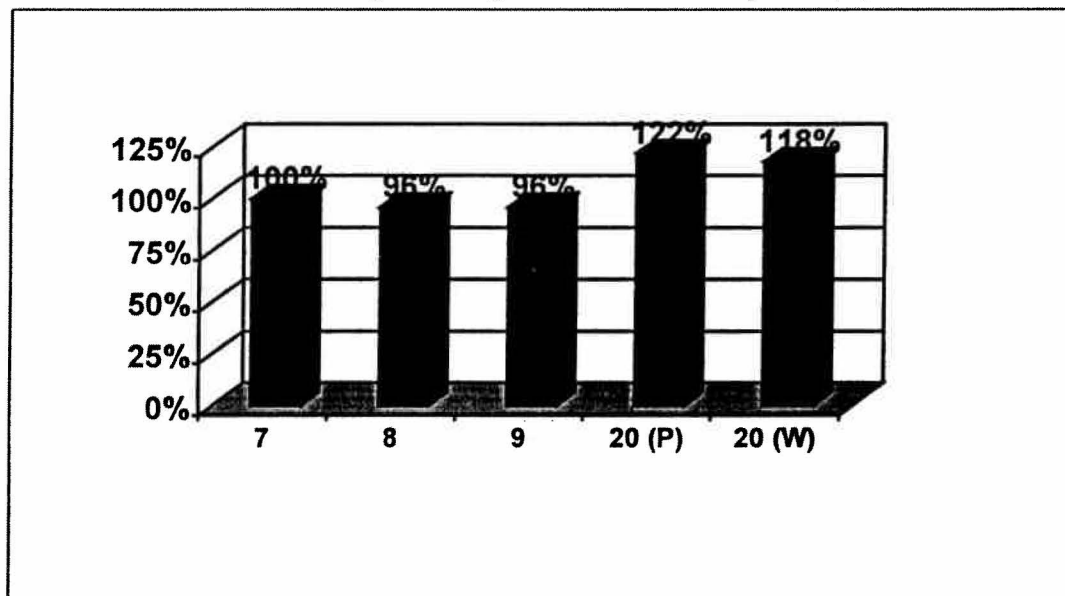
²³ Extract (U), AFI II-2T, "T-38 and AT-38 Aircrew Training," 1 Mar 99, SD II-15.

(U) Despite the impacts of deploying two fighter squadrons during Operation Noble Anvil, the 49th Fighter Wing remained on track for the yearly RAP sortie requirements and the majority of annual RAP events. Appendix T lists all training requirements and their status as of 30 June 1999.²⁴

Pilot Manning (U)

(U) Over the last several years, the 49th Fighter Wing experienced pilot shortages with the F-117A, T-38A, and F-4F. For example, in 1998 the 8th Fighter Squadron had an 80 percent manning of its pilots and the 20th Fighter Squadron averaged below 75 percent. As shown in the following table, the situation greatly improved. However, some projected losses were expected due to permanent change of station moves.²⁵

Chart II-1
Percentage of assigned vs. authorized pilots (U)²⁶



²⁴ Email (U), Maj P Fazenbaker, 49OSS/OSTT, to SSgt G Henneman, 49FW/HO, "RAP/History," 12 Aug 99, SD II-16.

²⁵ *Ibid.*

²⁶ Brfg (U), 49FW/OG, "Status of Flying Training Board," 16 Jul 99, SD II-17; Tables (U), 49OSS, [Pilot Manning Levels], 4 Aug 99, SD II-18.

FLYING HOUR PROGRAM (U)

(U) In line with pilot training requirements outlined in the ready aircrew program, ACC monitored its operational fiscal commitments through the flying hour program. The command factored mission taskings, aircrew training requirements, unit equipment, alert commitment, aircrew ratio, and staff requirements in issuing its flying hour allocations. Since the program underwent changes in 1997, the goal of the flying hour program was not to fulfill the flying hour allocations per se, but for the flying hour program to serve as a tool to meet pilot training objectives.²⁷ As stated in ACC Instruction 11-103, *Management Reports and Guidance for Flying Hour Program*: "Unit commanders will not attempt to "zero out" their annual flying hour program at the end of the fiscal year. The last flying day of the year should be planned and flown as a normal flying day and should not be truncated solely because the annual flying hour contract has been satisfied."²⁸

FY 99 (U)

(U) From January-June 1999, the 49th Fighter Wing continued to execute the fiscal year (FY) 1999 flying hour program. Air Combat Command issued a number of changes to the flying hour contract. The inactivation of the 48th Rescue Squadron caused a substantial transfer of flying hours and sorties from the 48th to the 57th Wing, Moody AFB, Georgia. However, the most significant adjustments resulted from the deployment of two fighter squadrons during Operation Noble Anvil. Encompassing all sorties flown during the operation, the 8th and 9th Expeditionary Fighter Squadrons flew 1,023 sorties for over 3,022.9 hours (The numbers in the following table also include 18 sorties for 144 hours as the wing launched aircraft for a potential deployment in November 1998). The

²⁷ Extract (U), ACC/DOTO, "RAP/FHP Cycle Alignment," nd, SD II-19.

²⁸ Extract, ACCI 11-103 (U), "Management Reports and Guidance for Flying Hour Program," 16 Sep 98, SD II-20.

following table records the original sorties and hours scheduled, the adjusted plan, and actual flown through 30 June 1999.²⁹

Table II-5
FY 1999 Flying Hour Program (U)³⁰

Weapon System	Mission	"First Look" Original Program Sorties/Hours	Adjusted Program Sorties/Hours	Actual Flown Sorties/Hours (as of 30 Jun 99)
T-38A	TNG	3,241/4,084.0	2,999/3,779	1,998/2,553.0
HH-60G	OPS	720/2,016	275/340	167/347.6
HH-60G	ONW	0/0	60/150	89/125.1
F-4F	TNG	3,825/4,590	3,585/4,302	2,721/3252.2
F-117A	OPS	6,303/10,715	5,780/9,769.3	2,990/5,109.2
F-117A	AEF	0/0	572/716	1,041/3166.9
F-117A	TNG	1,300/2,002	1,300/2,002	937/1,507.3

FY 00 (U)

(U) While the wing executed its FY 1999 program, plans began for the FY 2000 program. Planning for the coming fiscal year, ACC issued its "First Look" message on 21 April 1999, giving its wings the opportunity to evaluate the plan before the finalization of the flying hour contract. In the message, ACC informed its wings to look at the projected program based solely on unit training requirements, without factoring in planned contingencies or 'fact of life' issues.³¹

(U) Under this plan, F-117 operations planned for 6,636 sorties for 11,282 hours, an average sortie duration of 1.7 hours, resulting in a planned hourly utilization

²⁹ Tables (U), 49OSS/OSOS, "Flying Hour Program," 13 Jul 99, SD II-21.

³⁰ Tables (U), 49OSS/OSOS, "Flying Hour Program," 13 Jul 99, SD II-21; Msg (U), ACC/DOT to 49FW/CC, et al, "FY99 Flying Hour Program Changes - Package 3," 222203Z Feb 99, SD II-22; Msg (U), ACC/DO to 49FW/CC, et al, "FY99 Flying Hour Program Changes - Package 4," 260815Z Mar 99, SD II-23; Msg (U), ACC/DO to 49FW/CC, et al, "Evaluation of FY99 Flying Hours," 251349Z Feb 99, SD II-24.

³¹ Msg (U), ACC/DO to 49FW/CC, et al, "FY00 Flying Hour Program (FHP) - First Look Message," 210714Z Apr 99, SD II-25.

rate of 15.36. The table below shows the first look for the 49th Fighter Wing's assigned aircraft.³²

Table II-6
FY 2000 Flying Hour Program (U)³³

Weapon System	Mission	Original Program Sorties/Hours
T-38A	TNG	2,765/3,484
F-4F	TNG	2,275/4,300
F-117A	OPS	6,636/11,282
F-117A	TNG	844/1,300

DEPLOYMENTS/EXERCISES (U)

Operation Noble Anvil (TN)

Non-response

N/R

³² Msg (U), ACC/DO to 49FW/CC, et al, "FY00 Flying Hour Program (FHP) - First Look Message," 210714Z Apr 99, SD II-25.

³³ *Ibid.*

³⁴ SSgt G. Henneman, "Nothing New in the Balkans," Sunburst, 5 Mar 99, SD II-26.

*no
response**N/R***Deployment (U)**

(U) After the breakdown of negotiations, NATO prepared a force deployment to Europe. Harvest Eagle equipment arrived at Aviano Air Base on 19 February 1999, and started construction on the "tent city" known as Caserma Barbarisi. Local civil engineers along with a deployed force from the 86th Civil Engineering Squadron, Ramstein Air Base constructed the complex.³⁹

³⁸ SSgt G Hennman, "Nothing New in the Balkans," Sunburst, 5 Mar 99, SD II-26 ; "A Timeline of Tensions," CNN Online, 23 Feb 99, SD II-27.

³⁹ Chron (U), 49 FW/HO, "Background to Crisis in Kosovo," nd., SD II-28.

⁴⁰ Msg (S/DECL 18 Feb 09), HQ ACC to 2 BW/CC et al., [Deployment Order (U)] 180900Z Feb 99, SD II-29; Msg (S/DECL 18 Feb 09), ACC AOS to 49 FW/CC et al., "Coronet East Air Tasking Order, Noble Anvil (U)," 181408Z Feb 99, SD II-30; Msg (S/DECL 19 Feb 09), HQ ACC to 2 BW/CC et al., [Deployment Order (U)] 190859Z Feb 99, SD II-31; Msg (S/DECL 21 Feb 99), HQ USAFE/CC to 49 FW/CC et al., "Special Order GD-25 (U)," 200947Z Feb 99, SD II-32; Msg (S/DECL X-4), 49 FW/CP to HQ ACC, "EFS Commander (U)," 181700Z Feb 99, SD II-33.

* (U) Phase one exercises evaluated the wing's deployment capability.

⁴¹ Intvw (S/DECL 22 Feb 09), G. Henneman, 49FW/HO with Col Andrew S. Dichter, 49 FW/CV, 22 Feb 99, SD II-34.

⁴² Msg (S/DECL 18 Feb 09), ACC AOS to 49 FW/CC, "Coronet East 173 Air Tasking Order, Noble Anvil (U)," 181408Z Feb 99, SD II-30; Chart (S/DECL 21 Feb

(U) In addition to the 12 aircraft and pilots, the 49 FW initially deployed over 250 aircraft maintenance and other support personnel to Aviano in support of Operation Noble Anvil. Newly arrived personnel lived in the often-muddy fields of "Caserma Barbarisi." The 49th Services Squadron deployed 17 personnel to Aviano to provide lodging, recreation and food service to the 2,000 military members at "Caserma Barbarisi." They deployed on 20 February arriving at Aviano on 21 February. Upon arrival, services personnel reconstituted the field kitchen, and provided food to over 350 people per meal.⁴³

(U) Six fuels personnel deployed to Aviano during late February to support Operation Noble Anvil. An additional ten fuels personnel deployed on 19 April 1999 to Rhein-Main AB, Germany to provide fuel support to tanker aircraft in Operation Noble Anvil. While at Rhein-Main they issued over 7.5 million gallons of jet fuel to allied aircraft.⁴⁴

(U) The 49th Maintenance Squadron sent 27 munitions personnel to Aviano AB during the initial deployment. An additional 25 munitions personnel went to Spangdahlem AB in April to support the allied forces stationed there. While deployed they maintained the munitions and reconstituted munitions stocks after the conflict ended.⁴⁵

(U) With the deployment of aircraft and personnel to Operation Noble Anvil, Holloman AFB faced several new challenges. On 31 March 1999, Brig Gen Lake directed the implementation of threat condition (THREATCON) Bravo for the base. Under THREATCON Bravo the 49 FW increased operational security by moving all

09), [Deployment Listing (U)] 21 Feb 99, SD II-35; TSgt Ann Bennett, "F-117s Arrive at Aviano to Support Possible NATO Operations," Air Force News, 22 Feb 99, SD II-36.

⁴³ Perscon (U), MSgt William Alexander 49 FW/HO with MSgt Maria McLernon 49 SVS/SVML, 9 Sep 99.

⁴⁴ Rpt (U), "Trip Report from Operation Noble Anvil and Allied Force in Aviano, Italy," 26 Aug 99, SD II-37; Rpt (U), "Rhein-Main AB, GE Trip Report," 16 Jul 99, SD II-38.

⁴⁵ Perscon (U), MSgt William Alexander, 49 FW/HO with CMSgt Robert Miller, 49 MXS/LGMW, 15 Sep 99.

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vehicles and trash containers at least 75 feet from facilities, locked parked cars, and increased security spot checks of vehicles and parcels entering Holloman AFB. The 49 FW remained in THREATCON Bravo through the first half of 1999. In addition to THREATCON Bravo, Air Combat Command directed all units including the 49 FW, to raise their information condition (INFOCON) level from Alpha to Bravo effective on 3 April 1999.⁴⁶

(U) Operation Noble Anvil produced significant changes to the flying hour program. F-117A training sorties dropped from a planned 1,300 to 937 actual sorties flown, while T-38 training declined from a planned 2,999 sorties to 1,998 flown sorties. In addition, the deployment created a shortage in maintenance personnel. To alleviate this problem the 49 FW merged the operations, maintenance and training programs. This temporary arrangement worked satisfactorily, allowing the 49 FW to meet its mission requirements.⁴⁷

(U) The deployment affected other areas of the 49 FW. Cancellation of Sports day scheduled for 28 May 1999 became necessary because of the deployment. Due to the shortage of aircraft and available flying time the squadrons could not afford a no-fly day for the event. Since sports day required the participation of the flying and maintenance personnel, it became a moot point and was cancelled.⁴⁸

⁴⁶ Msg (U), Battle Staff Directive, "Threatcon Change," 31 Mar 99, SD II-39.

⁴⁷ Tables(U), 49 OSS/OSOS, "Flying Hour Program," 13 Jul 99, SD II-21.

⁴⁸ Email (U), TSgt Michael Shipp to 49 FW Staff All Users, "Wing Sports Day," 20 May 99, SD II-40.

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(U) When the first round of F-117A strikes against Serbian positions returned to Aviano on 24 March, General Lake received a message near the end of the weekly staff meeting notifying him of the mission's status. The General turned to his commanders and confidently stated, "...everyone is back safely. So far the score is F-117s 10, Yugoslavs 0."⁵⁰ The proud applause and cheers of the wing's leadership met this announcement. However, three days later, the reality of warfare hit the 49th Fighter Wing, with the news that an F-117A went down in Serbian territory.

⁵⁰ MFR (U), SSgt G Henneman, 49FW/HO, [Staff Meeting Notes] 24 Mar 99, SD II-43.

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⁵² Interview (S/DECL 5 May 09), SSgt G Henneman, 49FW/HO, with Brig Gen W Lake, 49FW/CC, 5 May 99, SD II-45.

⁵³ *Ibid.*

⁵⁴ *Ibid.*

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(U) At the Officers' Club, wing leaders nervously gathered in the bar, watching the footage of flames rising from the smashed metal that was once a comrade's aircraft, and hoping for news of the pilot's recovery. Once assembled, General Lake began the dinner stating, "the official line is no comment, now let me expound on that..."⁵⁷ The General went on to explain that we had not lost any personnel and that rescue efforts were underway, which was met by the applause and relief of the attending party.⁵⁸

⁵⁵ Interview (S/DECL 5 May 09), SSgt G Henneman, 49FW/HO, with Brig Gen W Lake, 49FW/CC, 5 May 99, SD II-45.

⁵⁶ *Ibid.*

⁵⁷ MFR (U), SSgt G Henneman, 49FW/HO, [Going away dinner] 29 Mar 99, SD II-46.

⁵⁸ *Ibid.*

(U) Returning to the dinner, the General announced that the pilot safely landed in Bosnia, and later announced he was on his way to Aviano aboard a C-130, "We got him, it's over, he's in good health and on his way back."⁶⁰ Not long after, General Lake stood up again and announced the pilot safely returned to Aviano Air Base—all announcements were followed by cheers, but more importantly relief, that a fellow warrior had been safely recovered.⁶¹

⁵⁹ Interview (S/DECL 5 May 09), SSgt G Henneman, 49FW/HO, with Brig Gen W Lake, 49FW/CC, 5 May 99, SD II-45.

⁶⁰ J Brooke, "On the lost stealth jet's own ground, fighting words and empathy," New York Times, 29 Mar 99, SD II-47.

⁶¹ AFNews, "F-117 pilot rescued: Pilot, rescue team return safe," 28 Mar 99, SD II-48.

⁶² Interview (S/DECL 5 May 09), SSgt G Henneman, 49FW/HO, with Brig Gen W Lake, 49FW/CC, 5 May 99, SD II-45.

⁶³ *Ibid.*; Msg (U), HQ ACC/CC to AIG 7152/CC et al., "Removal of Pilot/Crew Chief Names," 161310Z Apr 99, SD-49.

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⁶⁴ Interview (S/DECL 5 May 09), SSgt G Henneman, 49FW/HO, with Brig Gen W Lake, 49FW/CC, 5 May 99, SD II-45.

⁶⁵ *Ibid.*

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Additional Tasking (U)

⁶⁶ Interview (S/DECL 5 May 09), SSgt G Henneman, 49FW/HO, with Brig Gen W Lake, 49FW/CC, 5 May 99, SD II-45.

⁶⁷ Msg (S/DECL31 Mar 09), HQ ACC/BSD to 49 FW/CC et al., "Frag Order (U)," 310117Z Mar 99, SD II-50; Msg (S/DECL 01 Apr 09), HQ ACC/BSD to 49 WG/CC et al., "Deployment Order (U)," 011932Z Apr 99, SD II-51.

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⁶⁹ E-mail (U), 16th AF/CV to 16th AF/DOX, *et. al.*, "Draft F-117 Repositioning," 26 May 99, Filed as SD F-25 in 31 AEW history, 5-31 May 99; Msg (S/Decl 26 May 09), USCINCEUR/ECDC to COMUSAFE, *et. al.*, "Beddown of F-117s (U)," 260933Z May 99, Filed as SD F-26 in 31 AEW history, 5-31 May 99.

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Matériel Maintenance Group (U)

09), ACC/AODC to 49 FW/CC, "Coronet East 193 Air Tasking Order, Change 1 (U)," 021741Z Apr99, ACC/AODX to 49 FW/CC, "Coronet East 193 Air Tasking Order, Noble Anvil (U)," "Flying Operations (U)," ca 15 Jun 99, SD II-55; Article (U), MSGT Brian Hubbard, "Nighthawks Arrive," Eifel Times, 9 Apr 99, SD II-56;

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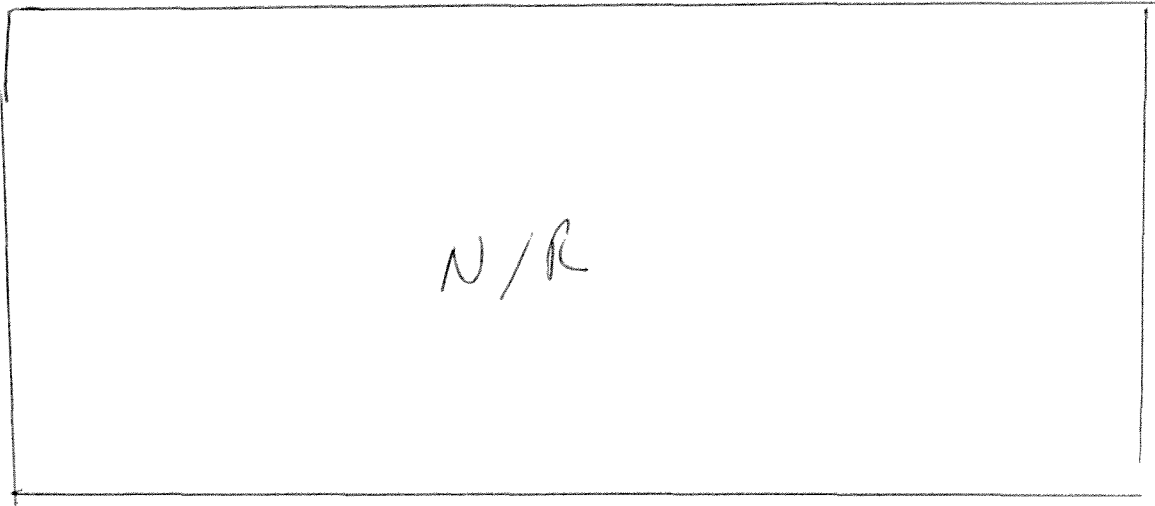
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Redeployment (U)



⁷⁶ Chron (U), 49 FW/HO, "Background to the Crisis in Kosovo," nd, SD II-28.

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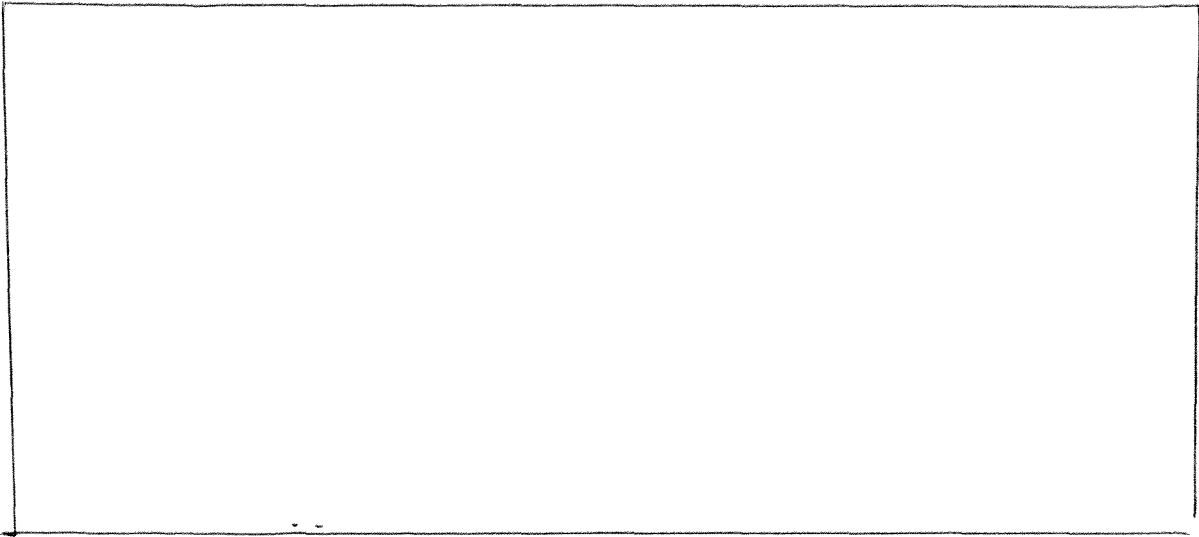
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(U) Though the aircraft from the 49 FW returned to Holloman AFB in late June, many of the 49 FW support personnel remained behind providing support to aircraft and personnel still in the region. When no longer needed they were released and returned to Holloman AFB. Fuels personnel arrived back on 1 July 1999, while services personnel redeployed on 11 July 1999. The last of the Fighting 49er's to return were five munitions personnel who arrived back at Holloman AFB during the second week of August 1999.⁸⁰

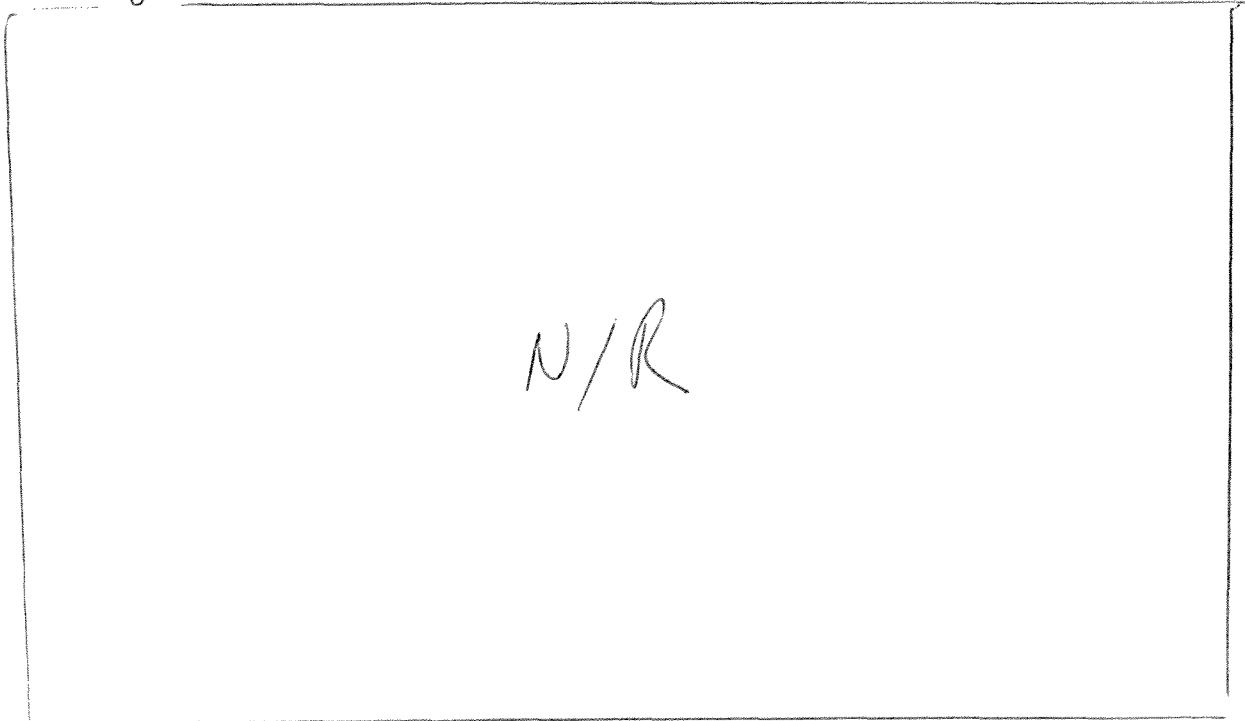
⁷⁹ Msg (S/DECL 22 Jun 09), ACC AOS/AODC to 52FW/CC et al., "Coronet East 300 Air Tasking Order, Noble Anvil Redeploy (U)," 221458Z Jun 99, SD II-60; Msg (S/DECL 23 Jun 09), ACC AOS/AODC to 52FW/CC et al., "Coronet East 300 Air Tasking Order, Noble Anvil Redeploy Change 1 (U)," 231147Z Jun 99, SD II-61; Msg (S/DECL 25 Jun 09), ACC AOS/AODC to 52FW/CC et al., "Coronet East 301 Air Tasking Order, Noble Anvil Redeploy (U)," 251206Z Jun 99, SD II-62.

⁸⁰ Rpt (U), "Trip Report from Operation Noble Anvil and Allied Force in Aviano, Italy," 26 Aug 99, SD II-37; Rpt (U), "Rhein-Main AB, GE Trip Report," 16 Jul 99, SD II-38; Perscon (U), MSgt William Alexander 49 FW/HO with MSgt Maria McLernon 49 SVS/SVML, 9 Sep 99; Perscon (U), MSgt William Alexander, 49 FW/HO with CMSgt Robert Miller, 49 MXS/LGMW, 15 Sep 99.

Lessons Learned (U)



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⁸² Article (U), SSgt G. Henneman, "Looking Back on Operation Allied Force," Sunburst, 30 July 1999, SD II-64.

⁸³ *Ibid.*

*non responsive**N/R*

MAINTENANCE (U)

F-117 (U)

(U) With aircraft simultaneously operating from two deployed locations and home station during Operation Allied Force, the maintenance crews of the 49th Fighter Wing prepped, maintained, and launched the F-117A in various locations and under austere conditions. At Holloman AFB, the F-117A operated independently, not having to compete with other bases for parts and support. However, during the deployments, supplies and personnel were stretched from Holloman AFB to Aviano Air Base, Italy to Spangdahlem Air Base, Germany. As a result, from March to June, several of the maintenance indicators exceeded command standards, including the total non mission capable supply rate (10.1 percent in April, 8.4 percent in May with a seven percent standard), the cannibalization rate (6.3 percent in March, 6.8 percent in April, and 5.6 percent in May with a five percent standard), and the overall break rate (13.2 percent in April, with an 11 percent standard). This marked the first time many of these indicators fell short of command standards in years. For example, the cannibalization rate had not been exceeded since June 1995. Also, in March and April 1999 the F-117 overall mission capable rate fell to 79 percent, but returned to its normal level of 85 percent in June 1999, exceeding the 80 percent standard. Although some of the numbers did not meet standards, no combat sorties were lost to maintenance during Allied Force.⁵

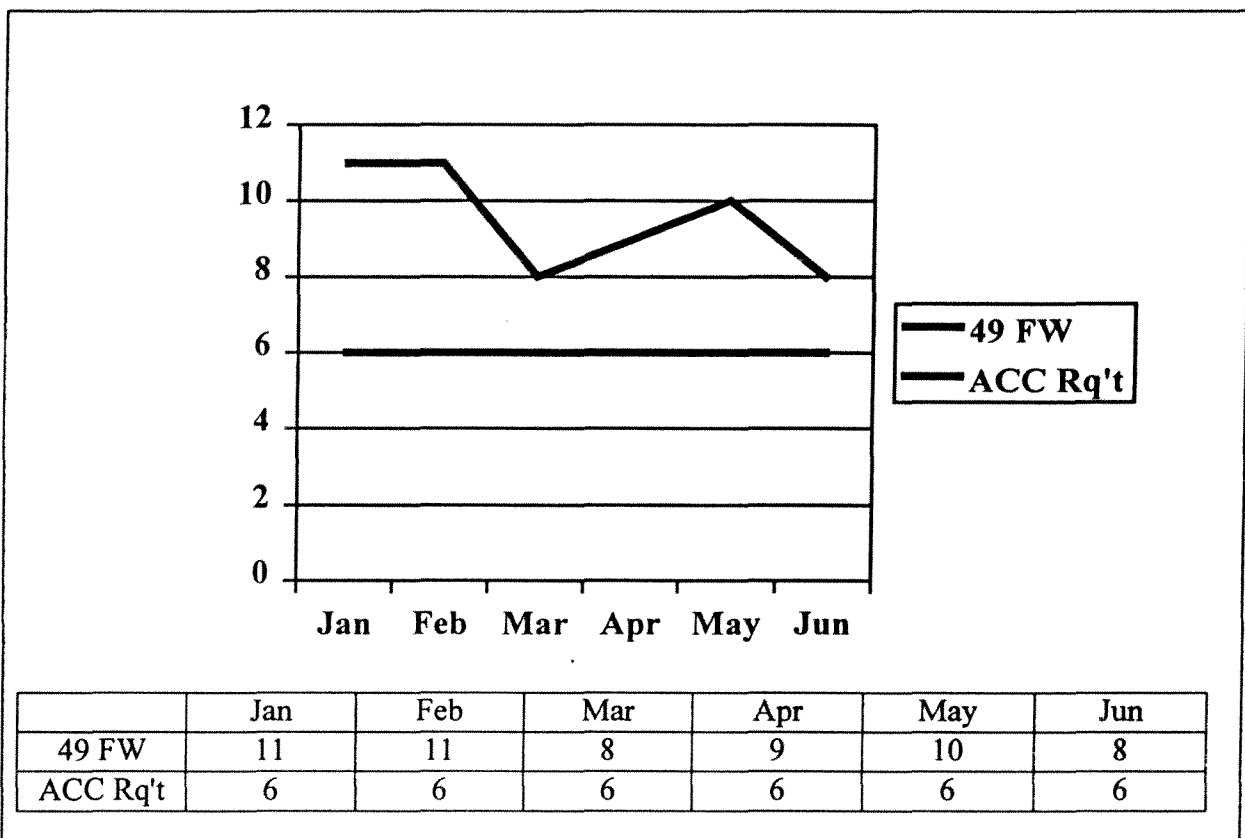
⁴ Brfg (U), 49FW/SE, "Wing Safety," 14 July 99, SD III-2.

⁵ Brfg (U), 49FW, "Monthly Maintenance Summary," June 99, SD III-3; Email (U), CMSgt J Gobrecht, 49OSS/OSO, to SSgt G Henneman, 49FW/HO, [Allied Force Maintenance], 14 Sep 99, SD III-4; Rpts (U), 49LG, [Monthly Historical Reports] Jan-Jun 99, SD III-5.

(U) Additionally, Allied Force served as a real-world, operational test of new maintenance initiatives implemented in 1998. This included validation of the reserve spare package kit and combat support provided by the 49th Fighter Wing's Logistics Readiness Center. Furthermore, the Lockheed Martin Skunk Works Total System Performance Responsibility, established in October 1998 as the system program office, proved successful, as demonstrated by aircraft availability rates and meeting mission requirements. Bottom line, the initiatives proved their viability in combat.⁶

(U) Despite the deployment of aircraft, and the disbursement of engines to three locations, the 49th exceeded its required level of F-404 engines, as illustrated in the following table:

CHART III-1
Engine Spare Level (U)⁷



⁶ Ltr (U), 49FW/CC to ACC/CC, 9 Jul 99, SD I-3.

⁷ Brfg (U), ACC, [F-117 Statistics] ca Jul 99; SD III-6.

(U) In addition to maintaining the aircraft, wing personnel continued to work with the depot and Lockheed Martin in aircraft improvements. Most notably, by June 1999, all but nine F-117s underwent the ring laser gyro navigational improvement program, upgrading the aircraft's navigational capability and decreasing the amount of aerospace ground equipment and personnel required to prepare the aircraft. Wing leadership expected the conversion to be complete by the end of 1999.⁸

Lockheed Maintenance (U)

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⁸ Email (U), CMSgt J Gobrecht, 49OSS/OSO, to SSgt G Henneman, 49FW/HO, [OCIP/RNIP], 13 Sep 99, SD III-7.

⁹ Brfg (U), ACC, [T-38 Statistics] ca Jul 99; Brfg (U), ACC, [F-4 Statistics] ca Jul 99; Brfg (U), 49FW, "Intermediate Repair Enhancement Program," Jun 99, SD III-8; MFR (U), 49FW/HO, "IREP Meeting," ca Jun 99, SD III-9.

*non responsive**N/R*

As of June 1999, all F-117 systems had been deemed Y2K compliant except one, the F-117A Mission Planning System. The system was renovated in January 1997 and certified in December 1998. Planners expected the completion of an 'implementation phase' which would make this system compliant by 30 September 1999.³³

*NOT responsive**N/R*

³¹ Plan (FOUO), 49FW, "Year 2000 Continuity of Operations Plan," 31 Dec 98, SD III-24; Rpt (U), ACC CG/Y2K, "ACC Y2K Operational Risk Management Model Wing Commander Tool Kit," 5 Mar 99, SD III-25.

³² Plan (FOUO), 49FW, "Year 2000 Continuity of Operations Plan," 31 Dec 98, SD III-24.

³³ Email (U), MSgt J Murdock, 49FW/Y2K, to SSgt G Henneman, 49FW/HO, [F-117 Readiness], 8 Sep 99, SD III-26.

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

January-June 1998

7 FS (F-117A)

	Jan	Feb	Mar	Apr	May	Jun
Auth	9	9	9	9	9	0
Asgnd	9	9	10	10	11	0
Poss	8	8	9	9	10	0
TDY	0	0	0	0	0	0
In Depot	1	1	1	1	1	0

8 FS (F-117A)

	Jan	Feb	Mar	Apr	May	Jun
Auth	18	18	18	18	18	18
Asgnd	21	21	20	18	18	21
Poss	19	7	7	5	5	9
TDY	0	12	12	12	12	11
In Depot	2	2	1	1	1	1

9 FS (F-117A)

	Jan	Feb	Mar	Apr	May	Jun
Auth	18	18	18	18	18	24
Asgnd	21	21	21	22	21	27
Poss	20	20	17	6	6	11
TDY	0	0	0	12	12	13
In Depot	1	1	4	4	3	3

BAI (F-117A)

	Jan	Feb	Mar	Apr	May	Jun
Auth	#	#	#	#	#	2
Asgnd	#	#	#	#	#	2
Poss	#	#	#	#	#	1
TDY	#	#	#	#	#	0
In Depot	#	#	#	#	#	1

SOURCE: Rpt (FOUO), 49 FW, "Weekly Maintenance Plan and Flying Schedule," Jan-Jun 99, SD IV-3; Rpts (U), Lockheed Martin/LGM, "Unit Internal Performance Review," Jan-Jun 99, SD IV-4; Table (U), Lockheed Martin, "Aircraft Serial Numbers," ca Jun 99, SD IV-5.

APPENDIX E (CON'T)

N/R

Aircraft Assigned

As of 28 June 1999

20 FS		7 FS	49 FW	8 FS		9 FS	
F-4F (GAF)		T-38A	F-117/BAI	F-117A		F-117A	
72-1115	72-1167	64-13175	A0825	A0787	A0818	A0786	A0814
72-1128	72-1170	65-10373	A0790	A0791	A0819	A0788	A0820
72-1129	72-1179	65-10376		A0795	A0827	A0789	A0821
72-1130	72-1180	65-10455		A0799	A0829	A0794	A0823
72-1131	72-1200	67-14831		A0800	A0832	A0796	A0824
72-1133	72-1218	67-14833		A0802	A0834	A0797	A0826
72-1134	72-1221	67-14939		A0803	A0838	A0798	A0828
72-1135	72-1231	68-8138		A0804	A0841	A0805	A0830
72-1140	72-1248	68-8141		A0813	A0842	A0807	A0833
72-1150	72-1257	68-8150		A0816	A0843	A0808	A0835
72-1151	72-1261	68-8172		A0817		A0809	A0836
72-1163		68-8177				A0810	A0839
		68-8185				A0811	A0840
		68-8186				A0812	
		68-8204					

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APPENDIX F
COMBAT AIRCREW INVENTORY (U)

January-June 1999

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APPENDIX H **AIRCRAFT UTILIZATION (U)**

F-117A

	1999	JAN	FEB	MAR	APR	MAY	JUN
FLYING HOURS							
PROGRAMMED		1123.4	1302.9	801.6	1965.2	1054.6	1542.2
FLOWN		1182.2	1114.6	1099.7	1681.7	1049.6	918.1
HOME		1182.2	910.6	790.9	399.9	375.5	363.9
DEPLOYED		0	204.0	308.8	1281.8	674.1	554.2
8 EFS		0	204.0	308.8	474.8	280.5	0
9 EFS		0	0	0	807.0	393.6	554.2
SORTIES							
PROGRAMMED		619	660	446	802	697	830
SCHEDULED		713	578	699	598	565	529
FLOWN		672	541	603	531	538	478
HOME		672	511	455	234	243	225
DEPLOYED		0	30	148	297	295	253
8 EFS		0	30	148	158	114	0
9 EFS		0	0	0	139	181	253
ABORTS							
AIR		4	1	0	1	6	0
GROUND		18	28	26	35	18	32
AVERAGE SORTIE		1.8	2.1	1.8	3.2	2.0	1.9
DURATION							
SORTIE UTILIZATION		14.3	9.2	10.2	10.2	10.2	15.9
RATE							

SOURCES: Rpts (U), 49OSS/OSOS, [Maintenance Reports], Jan-Jun 99, SD IV-6; Rpt (U), LGLM, "Unit Internal Performance Review," Jan-Jun 99, SD IV-4; Rpt (U), 49OSS/OSOS, "FY 99 Flying Hour Program," Jan-Jun 99, SD II-21.

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APPENDIX J
UNIT COMBAT RATINGS (U)

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+ (U) The 7th Fighter Squadron did not report from January-March 1999. In fact, the 7th did not have a DOC Statement, and was not required to report, but wing leadership used SORTS to monitor assets during Operation Noble Anvil.

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APPENDIX K WEAPONS TRAINING/RANGE UTILIZATION (U)

January 1999

McGregor Range*

	Hours Requested		Primary Hours Sched.		Primary Hours Flown		Primary User Sorties		Short Notice Cnx Hours		Weather Cnx Hours		Secondary User Sorties	
	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night
49 FW	0.0	0.0	0.0	0.0	0.0	0.0	0	0	0.0	0.0	0.0	0.0	0.0	0.0

Oscura Range

	Hours Requested		Primary Hours Sched.		Primary Hours Flown		Primary User Sorties		Short Notice Cnx Hours		Weather Cnx Hours		Secondary User Sorties	
	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night
F-117A	3.8	0	3.8	0	3.8	0	25	0	0	0	0	0	0	0
HH-60G	1.0	0	1.0	0	1.0	0	1	0	0	0	0	0	0	0

Red Rio Range

	Hours Requested		Primary Hours Sched.		Primary Hours Flown		Primary User Sorties		Short Notice Cnx Hours		Weather Cnx Hours		Secondary User Sorties	
	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night
F-117A	46.2	50.1	46.2	50.1	43.1	50.1	248	263	3.1	0	0	0	0	0

SOURCE: Rpts (U), 49OSS/OSOS, "Range User Summary," Jan-Jun 99, SD IV-7.

*(U) McGregor Range was only used during this period for air-to-air sorties, which were not recorded.

APPENDIX K (CON'T)

February 1999

Oscura Range

	Hours Requested		Primary Hours Sched.		Primary Hours Flown		Primary User Sorties		Short Notice Cnx Hours		Weather Cnx Hours		Secondary User Sorties	
	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night
F-117A	2.1	0	2.1	0	1.6	0	12	0	0.5	0	0	0	0	0

Red Rio Range

	Hours Requested		Primary Hours Sched.		Primary Hours Flown		Primary User Sorties		Short Notice Cnx Hours		Weather Cnx Hours		Secondary User Sorties	
	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night
F-117A	40.3	48.8	40.3	48.8	37.8	47.3	219	206	2.5	1.5	0	0	0	0

March 1999

Oscura Range

	Hours Requested		Primary Hours Sched.		Primary Hours Flown		Primary User Sorties		Short Notice Cnx Hours		Weather Cnx Hours		Secondary User Sorties	
	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night
F-117A	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Red Rio Range

	Hours Requested		Primary Hours Sched.		Primary Hours Flown		Primary User Sorties		Short Notice Cnx Hours		Weather Cnx Hours		Secondary User Sorties	
	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night
F-117A	37.0	30.3	37.0	30.3	35.5	27.1	171	96	1.5	3.2	0	0	0	0

APPENDIX K (CON'T)

April 1999

Oscura Range

	Hours Requested		Primary Hours Sched.		Primary Hours Flown		Primary User Sorties		Short Notice Cnx Hours		Weather Cnx Hours		Secondary User Sorties	
	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night
F-117A	1.3	0	1.3	0	1.3	0	1	0	0	0	0	0	0	0

Red Rio Range

	Hours Requested		Primary Hours Sched.		Primary Hours Flown		Primary User Sorties		Short Notice Cnx Hours		Weather Cnx Hours		Secondary User Sorties	
	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night
F-117A	25.9	19.2	25.9	19.2	24.1	19.2	122	78	1.8	0	0	0	0	0

May 1999

Oscura Range

	Hours Requested		Primary Hours Sched.		Primary Hours Flown		Primary User Sorties		Short Notice Cnx Hours		Weather Cnx Hours		Secondary User Sorties	
	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night
F-117A	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Red Rio Range

	Hours Requested		Primary Hours Sched.		Primary Hours Flown		Primary User Sorties		Short Notice Cnx Hours		Weather Cnx Hours		Secondary User Sorties	
	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night
F-117A	12.0	12.3	12.0	12.3	12.0	12.3	68	46	0	0	0	0	0	0

APPENDIX K (CON'T)

June 1999
Oscura Range

	Hours Requested		Primary Hours Sched.		Primary Hours Flown		Primary User Sorties		Short Notice Cnx Hours		Weather Cnx Hours		Secondary User Sorties	
	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night
F-117A	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Red Rio Range

	Hours Requested		Primary Hours Sched.		Primary Hours Flown		Primary User Sorties		Short Notice Cnx Hours		Weather Cnx Hours		Secondary User Sorties	
	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night	Day	Night
F-117A	24.9	18.4	24.9	18.4	24.9	18.4	134	72	0	0	0	0	0	0
F-4F	2.0	0	2.0	0	2.0	0	4	0	0	0	0	0	0	0

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APPENDIX L UNIT EXERCISE PARTICIPATION (U)

January-June 1999

<u>Unit</u>	<u>Exercise</u>	<u>Dates</u>	<u>Location</u>	<u>Aircraft</u>	<u>Deployed Sorties Sched</u>	<u>Deployed Sorties Flown</u>	<u>Personnel Deployed</u>
8 FS	Noble Anvil	21 Feb-28 May 99	Aviano AB, Italy	12 F-117As	N/A	450	281
9 FS	Noble Anvil	6 Apr-28 Jun 99	Spangdahlem AB, Germany	12/24 F-117s	N/A	573	250
20 FS	347 FW ORI	5-10 Feb 99	Tyndall AFB, FL	4 F-4Fs	20	20	28
20 FS	B-Course Grad	14-26 Mar 99	Luke AFB	8 F-4Fs	92	82	76
20 FS	ME/USAFWS	30 May-12 Jun 99	Nellis AFB, Nevada	10 F-4Fs	92	76	51
20 FS	F-16 RTU	4-18 Jun 99	Luke AFB, AZ	4 F-4Fs	48	49	42
	Syllabus Support						
9 MMG	Noble Anvil	May-Jun 99	Turkey	N/A	N/A	N/A	30
49 SFS	Southern Watch	Jan-Jun 99	Ali-Al Salem	N/A	N/A	N/A	13
49 SFS	Joint Forge	Oct 98-May 99	San Vito Italy	N/A	N/A	N/A	10

SOURCE: (U) Numerous reports and messages referenced in the deployment section of Chapter II.

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APPENDIX N
MAINTENANCE INDICATORS (U)

F-117A

	1999	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>
Possessed hours		34314.3	30169.5	38835.6	31808.1	32916.7	32236.4
MC Hours		29195.7	24879.6	34278.4	25236.5	26062.1	27477.2
FMC Hours		29195.7	24879.6	34278.4	25236.5	26062.1	27477.2
TNMCM Hours		4694.9	4840.4	3533.7	4482.7	5406.6	4456.5
TNMCS Hours		703.2	960.8	927.9	3201.1	2767.7	1148.9
NMCB Hours		279.3	552.9	711.8	1128.1	1344.6	856.1
PMCB Hours		0.0	0.0	0.0	0.0	0.0	0.0
PMCM Hours		0.0	0.0	0.0	0.0	0.0	0.0
PMCS Hours		0.0	0.0	0.0	0.0	0.0	0.0
MC Rate 80%*		85.1	82.5	88.3	79.3	79.2	85.2
FMC Rate		85.1	82.5	88.3	79.3	79.2	85.2
TNMCM Rate 22%		13.7	16.0	9.1	14.1	16.4	13.8
TNMCS Rate 7%		2.0	3.2	2.4	10.1	8.4	3.6
NMCB Rate		0.8	1.8	1.8	3.5	4.1	2.7
PMCB Rate		0.0	0.0	0.0	0.0	0.0	0.0
PMCM Rate		0.0	0.0	0.0	0.0	0.0	0.0
PMCS Rate		0.0	0.0	0.0	0.0	0.0	0.0
Cann Rate 5%		0.4	1.5	6.3	7.3	5.6	2.7
Gnd Abort Rate		2.6	4.9	4.1	6.2	3.2	6.3
Air Abort Rate		0.6	0.2	0.0	0.2	1.1	0.0
Sch'd Eff'nes 80%		86.8	83.6	80.7	79.8	89.7	88.8
Total Deviations		94.0	95.0	135.0	121.0	58.0	59.0

SOURCES: Rpts (U), 49OSS/OSOS, "Monthly Maintenance Summary," Jun 99, SD III-6; Rpt (U), LGLM, "Unit Internal Performance Review," Jun 99, SD IV-4.

* (U) Percentages listed are command standards.

APPENDIX T
READY AIRCREW PROGRAM (U)

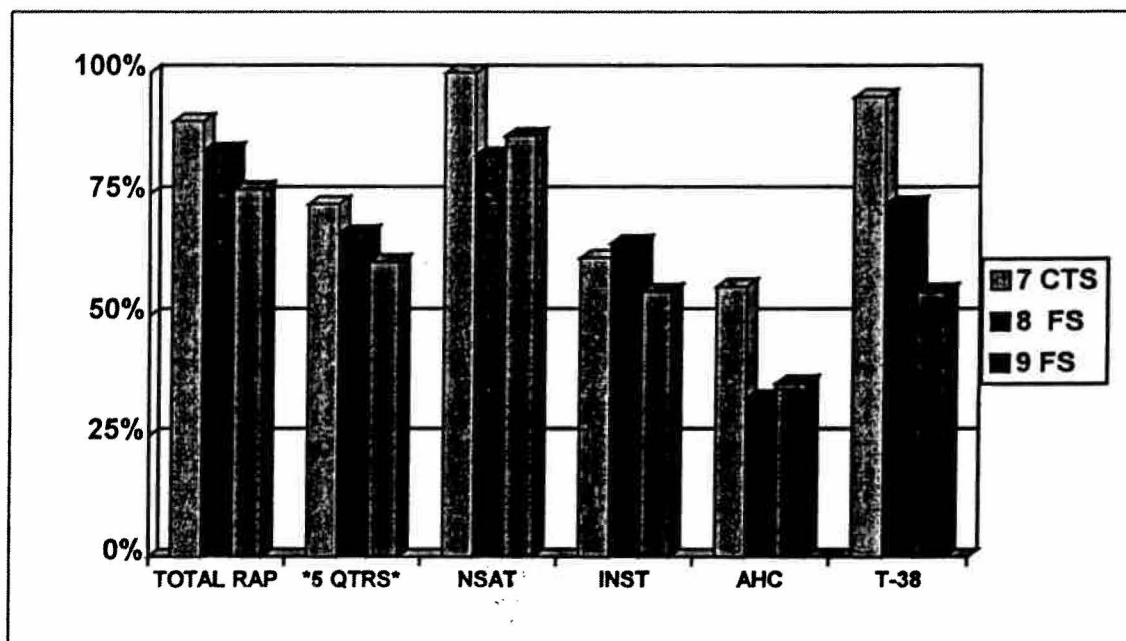
F-117A Ready Aircrew Program Requirements

Training Requirements	BMC (INEX/EXP)	CMR (INEX/EXP)
F-117A		
Annual Sortie Requirements	90/75	117/102
Surface Attack Tactics-Day	54/40	69/59
Surface Attack Tactics-Night	8/8	28/25
Commander Option	28/27	20/18
Event and Weapons Requirements		
LGB Delivery	-	80/60
Coordinated Attacks	-	4/4
FSWD/HY WT LGB	-	4/4
Scored TOT	-	12/8
AAR (N-7)	6/6	8/6
Trail Departures	6/6	12/12
MDI/Offset Deliveries	-	14/12
DLIR Only Deliveries	-	8/4
Have Quick	-	12/12
Secure Voice	-	12/12
Flag Event	-	1/1
JMO (Air)	-	1/1

SOURCE: Brfg (U), 49FW/OG, "Status of Flying Training Board," 16 Jul 99, SD II-17;

RAP TRAINING STATUS (U)
As of 30 June 1999

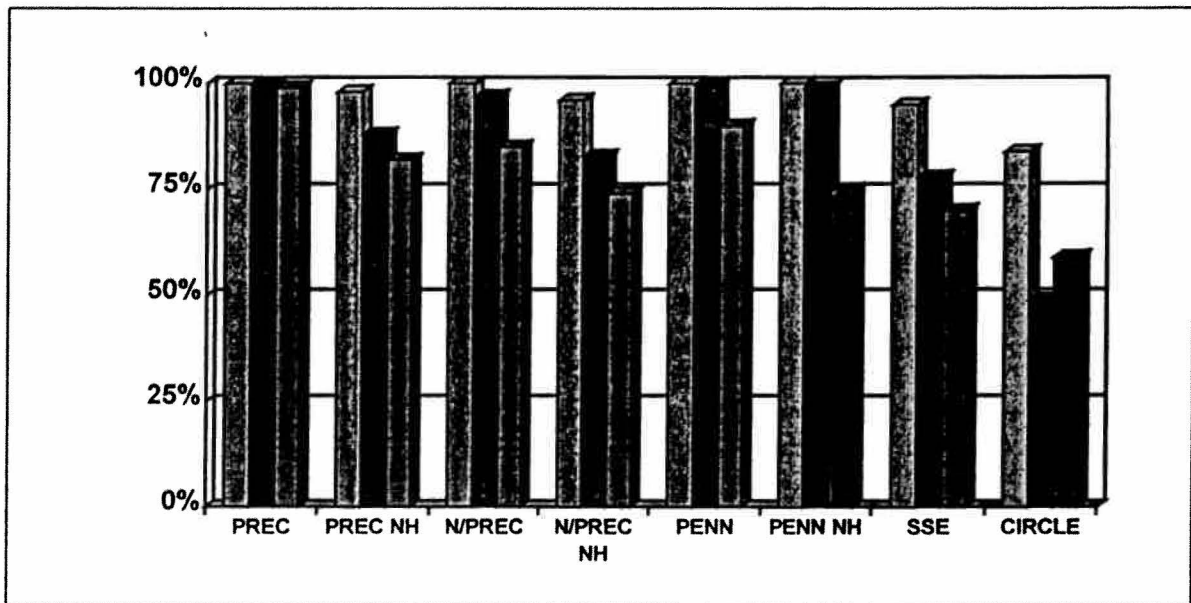
Yearly RAP Sorties



	TOTAL RAP	*5 QTRS*	NSAT	INST	AHC	T-38
7 CTS	90%	73.00%	100%	62%	56%	95%
8 FS	84%	67.00%	83%	65%	33%	73%
9 FS	76%	61.00%	87%	55%	36%	55%

RAP TRAINING STATUS (U)
As of 30 June 1999

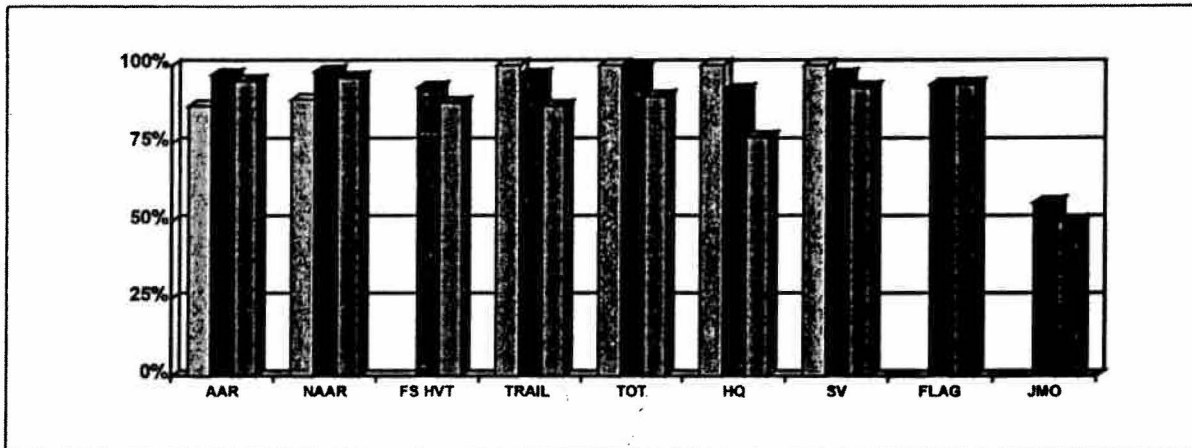
Yearly RAP Events



	PREC	PREC NH	N/PREC	N/PREC NH	PENN	PENN NH	SSE	CIRCLE
7 FS	100%	98%	100%	96%	100%	100%	95%	84%
8 FS	100%	88%	97%	83%	100%	99%	78%	49%
9 FS	99%	82%	85%	74%	90%	75%	70%	59%

RAP TRAINING STATUS (U)
As of 30 June 1999

Yearly RAP Events



	AAR	NAAR	FS HVT	TRAIL	TOT	HQ	SV	FLAG	JMO
7 FS	87%	89%		100%	100%	100%	100%		
8 FS	97%	98%	93%	97%	99%	92%	97%	94%	56%
9 FS	95%	96%	88%	87%	90%	77%	93%	94%	50%

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LIST OF ILLUSTRATIONS (U)

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