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SJS 96-01585

11 April 1996

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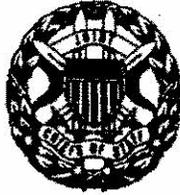
SECRETARY OF THE AIR FORCE TRIP REPORT, RAMSTEIN AB-TUZLA-
VICENZA-RAF MILDENHALL, 22-25 MARCH 1996 (U)

1. The attached is referred to J-5 for CJCS REPLY in collaboration/coordination with OCJCS/LC.
2. The suspense for this action is 22 April 1996, unless an extension is coordinated with the Secretary, Joint Staff.

Joint Secretariat

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Chairman's Action Assignment

Date:

10 APR

JB

ACTION ASSIGNED TO:

SJS	<input type="checkbox"/>	Speech Writer	<input type="checkbox"/>
Task To J-	<input checked="" type="checkbox"/>	Legislative	<input type="checkbox"/>
Public Affairs	<input type="checkbox"/>	Aides	<input type="checkbox"/>
Legal	<input type="checkbox"/>		<input type="checkbox"/>

ACTION REQUESTED:

CJCS Reply	<input checked="" type="checkbox"/>	Information	<input type="checkbox"/>
See CJCS Note	<input type="checkbox"/>	Recommendation	<input type="checkbox"/>
Reply Direct	<input type="checkbox"/>	Appropriate Action	<input type="checkbox"/>
Fwd to	<input type="checkbox"/>	Note & File	<input type="checkbox"/>

COMMENTS:

Plus
Letters for Lute and Roberts.

Control Number: 11963

Suspense: _____

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SECRETARY OF THE AIR FORCE
WASHINGTON

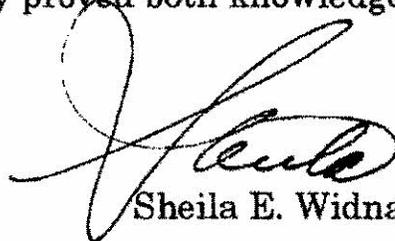
3 April 1995

MEMORANDUM FOR GEN. SHALIKASHVILI

SUBJECT: SECAF Trip Report

On 23 March I took the opportunity to visit our troops in Bosnia. I followed that visit with a tour of the air operations center at Vicenza and the wing at Aviano AB that had been so instrumental in the NATO air campaign last summer. It was a very useful trip, particularly in demonstrating the power of information dominance in our operations. The attached trip report captures the main impressions and lessons learned.

Col. Doug Lute and Lt Cmdr John Roberti of J-5 EURDIV provided invaluable assistance as we prepared for the trip. As on earlier occasions, they proved both knowledgeable and helpful.



Sheila E. Widnall

11 APR 95 7:29

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DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

APR 3 1996

OFFICE OF THE SECRETARY

MEMORANDUM FOR WHOM IT MAY CONCERN

**SUBJECT: SECAF Trip Report, Ramstein AB-Tuzla-Vicenza-RAF
Mildenhall, 22-25 March 1996 (U)**

1. (U) **General:** SecAF travelled to Bosnia, Italy, and Great Britain to view the ongoing operations, supporting forces, and C4I structure developed for operations in Bosnia.

2. (U) **Participants:**

Dr. Sheila Widnall, SECAF
Dr. Bill Widnall
Col. Clint Waltman, Military Assistant
Col. Steve Randolph, Secretary's Staff Group
Maj. Steve Gensheimer, aide
Maj. Alvina Mitchell, public affairs advisor
Capt. Alan Lake, protocol
Capt. John Strazzo, security
Sgt. Angela Stafford, photographer
Mr. Malcolm McConnell, Reader's Digest

3. ~~(S)~~ **Observations:** The detailed itinerary for the trip is attached. Significant observations for the different stops follow.

a. (U) **Ramstein:** The Speckled Trout sortie was uneventful, as was the layover at Ramstein AB.

b. (U) **Tuzla:** The first-hand look at conditions in Tuzla was invaluable. The achievements and the morale of the forces of all Services deployed there were remarkable, in the face of the austere conditions they are operating under. SecAF arrived with a large quantity of Air Force items--windbreakers, shirts, hats, and so on--that had been provided by the Secretariat, or donated by the Air Force Association. These visibly demonstrated public support for the work being done at Tuzla, and were well received by the troops. After a mission briefing hosted by General Nash, SecAF took the opportunity to visit the Joint Stars ground station located at I Armored Division headquarters. That on-scene look confirmed again the power the Joint Stars creates for the joint and ground commanders.

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Following this tour, SecAF ate lunch with Air Force troops at the dining hall, spoke briefly, and participated in a re-enlistment ceremony for five NCOs. Col. Dick Rozier, commander of the 410th Air Base Group, then led a tour of the tent city and control tower, and briefed SecAF on current operational and QOL issues among the Air Force personnel operating out of Tuzla.

c. (U) Aviano: 16AF/CC LTG Mike Ryan and 31 FW/CC BG Chuck Wald hosted a series of briefings focusing on the lessons learned from Operation Deliberate Force and the efforts to upgrade 16AF facilities.

- **Deliberate Force**: Discussion of that air operation focused on the wing's tactical planning system, which integrated intel, ops, and plans at the local level to eliminate seams among the various contingents operating out of Aviano. This effort, so important in a multinational operation with such political sensitivity, was strengthened by the unit's decision to host a face-to-face mass briefing for each strike package. The effect was to create a combined equivalent of the composite wing concept. Beyond this horizontal integration across units, the intel-ops-mission planning and simulation interfaces vastly improved the aircrews' mission preparation over earlier operations. SecAF's look at the mission planning system at the local level set the stage for the following day's visit to the Combined Air Operations Center (CAOC) at Vicenza. At both Aviano AB and 5ATAF, all concerned had high praise for the support the Italian government and military had provided the coalition forces in their operations.

- **"Fix 16th Air Force"**: 16AF facilities were neglected through the 1980s as both USAF Milcon money and NATO infrastructure funding concentrated on building up facilities and forces in the Central Region. The wings at Aviano AB and Incirlik AB now face the challenge of catching up after that extended period of neglect. They must do so while accommodating a much higher manning level than at any previous time, and a still-high OPTEMPO.

Both wings have developed comprehensive plans to meet these requirements, and are now engaged in vigorous building programs. The issue which remains, and which will remain for years to come, will be in sustaining the support and flow of resources necessary to execute these plans. The plan for upgrading 16AF calls for a mix of NATO infrastructure, MILCON, and O&M funding. This flow of resources from various sources is a strength, since no single source will be required to bear the full load of these upgrades; but this plan to incorporate varied sources is also a source of potential weakness, since each of these must come through for the plan to be executed in full.

While at Aviano, SecAF promoted seven NCOs during an evening ceremony.

d. (U) Vicenza: Lt Gen Ryan and SecAF flew to Vicenza via CH-47 to visit the CAOC and 5 ATAF. Primary objective was to see the C4I capabilities which had been generated for operations over Bosnia. These were instrumental in the success of Deliberate Force, and now face disassembly as operations in the Balkans slow down. Lt Gen Ryan is committed to insuring that the USAF retain and build on the lessons learned in this theater. Mg Gen Hal Hornburg, CAOC director, hosted the secretary in a briefing and tour. Two general themes emerged:

- First, information dominance works. The infusion of technology in systems such as the JFACC Situation Awareness System (JSAS) was key to the success of the complex air operations of August and September. The combat commander now has the capability to review the entire air picture at any time, vastly improving his ability to control operations. This high level of situational awareness can be transmitted throughout EUCOM and the NATO chain of command through the LOCE system, creating a common view of the battlefield at all echelons of command.

The next steps include fusing the ground picture to create a comprehensive theater view; increasing the mobility of this system of systems--in General Hornburg's phrase, "packing a CAOC in a suitcase"; and extending this model to air operations worldwide.

- Second, these technical advances demand organizational changes if they are to be employed to full advantage. For example, the flexible real-time targeting and cueing of theater intelligence assets has required that the CAOC assume tasking authority over a wide range of platforms--Predator, U-2, JSTARS, and so on. EUCOM has accommodated by deploying personnel with the authority to task the platforms under their control, and having them operate in the CAOC intel cell. The result has been increased speed, flexibility, and synergism among the different systems now operating in support of IFOR.

e. ~~(S)~~ RAF Mildenhall: While at RAF Mildenhall, SecAF promoted the commander of the 48th Fighter Wing, Col. Dave MacGhee, to brigadier general. SecAF then took advantage of the stopover at RAF Mildenhall to view operations at RAF Molesworth. (b)(1)

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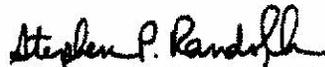
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(b)(1)

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The tour included both the USEUCOM facility, and the co-located NATO cell.

4. (U) Summary: At each of the various levels of command viewed on this trip—the theater level at Molesworth, the operational level at Vicenza, and the unit level at Aviano—SecAF saw first-hand the benefits of the explosion in information technology, and the steps necessary to yield an operational advantage from that revolution. At each of these levels, traditional stovepipes—between US and allied staffers, between Service forces, between intelligence platforms, between functional experts at the unit level—have broken down under the necessity to take advantage of new technologies. The result has been an unprecedented flexibility in our operations and the creation of an overwhelming advantage for our combatant commanders. While much work remains to fully capitalize on the technical capabilities now emerging, the achievements to date have been impressive and effective.



STEPHEN P. RANDOLPH, Col, USAF
Chief, SecAF Staff Group

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