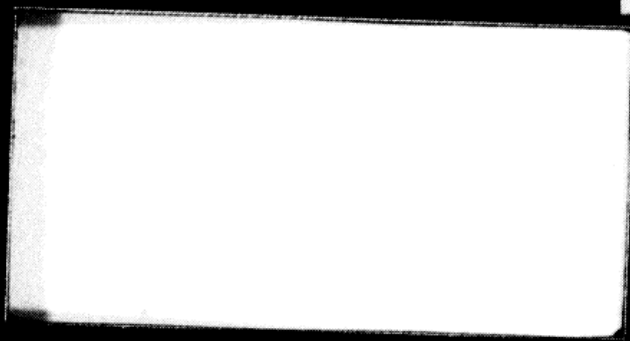


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3918th Air Base Group (SAC)

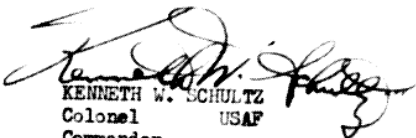
APO 194, New York, New York

1 - 30 November 1957

Prepared for the Historical Office  
3918th ABGRU, by Captain Alvin J. Rosengren, Historical Officer  
Technical Sergeant James T. Mayfield

10 January 1958

(7th Air Division, Strategic Air Command)

  
KENNETH W. SCHULTZ  
Colonel USAF  
Commander

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12. Analysis of Management Control System for November 1957

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## CHAPTER I

### ORGANIZATION AND ADMINISTRATION

The 3918th Air Base Group (SAC) was still organized and staffed for its mission as described in Chapter I of the Group History for April 1957 throughout the reporting period of November 1957. The basic mission and function of the Base Squadrons and agencies, including a Postal Detachment and USAF Dispensary, were noted in that report.<sup>1</sup> (UNCLASSIFIED)

Although this SAC installation was not directly engaged in support of a Temporary Duty Rotational Unit during the month of November 1957, all organizations and personnel were active in maintaining and improving all base facilities for execution of the Base mission, "to prepare RAF Station Upper Heyford to receive and furnish support to such SAC or SAC support units as may be deployed to or staged at this installation during peace time or Emergency War Plans (EWP) operations and to receive, maintain and secure such station house-keeping sets, other supplies and equipment as may be authorized, to maintain and equip all assigned units to a state of constant readiness, provide necessary administrative and logistical support to the 3914th Air Base Squadron located at RAF Station Chelveston and the 3912th Air Base Squadron at RAF Station Bruntingthorpe, exercise command jurisdiction over such other units as may be attached or assigned at this Base and furnish administrative and logistical support to tenant units as prescribed by Air Force Regulation 11-4, or as may be directed, assist local government or civilian agencies as required in the preservation of life

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1. History of the 3918th Air Base Group for November 1957

# DECLASSIFIED IAW EO 13526

and property endangered by disaster or emergency and perform such special missions as may be directed by Headquarters 7th Air Division." <sup>2</sup> (UNCLASSIFIED)

The number of Air Force pay records maintained during the month of November 1957 was 1,647. Gross disbursements for the reporting period were \$497,430.59 of which \$89,794.53 was disbursed to commercial vendors. A total of \$12,618.75 worth of United States Savings Bonds were sold during this reporting period. <sup>3</sup> (UNCLASSIFIED)

Over print Military pay records received by the Director of Comptroller for close out were not in accordance with the number of each type requested. As a result of the mistake, time saved having the Military pay records over printed was negative and additional time was lost utilizing the misprinted pay records received. <sup>4</sup> (UNCLASSIFIED)

A revised Squadron Rating System was developed in November 1957. The Base Commander and his staff were briefed and the system was approved. The Base Regulation, Squadron Rating System will be published in the month of December and will include the following areas: <sup>5</sup> (UNCLASSIFIED)

	<u>Item Weight</u>
Officers	50
Area Inspection	60
Ground Safety	30
Moving Traffic Violations and Vehicle Accidents	70
Reenistment	70
AFSC Proficiency Testing	70

- 
2. History of the Director of Comptroller for November 1957
  3. Ibid
  4. Ibid
  5. Ibid

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	<u>Item Weight</u>
OJT and Up-Grading	50
Management Improvement	40
Dental Appointments	40
Dynamics of Moral Leadership	50
Fire Prevention	70
Quarterly Supply Inspections	70
Air Force Service Store	40
Timely Submission of Travel Vouchers	50
Financial Delinquencies	40
Delinquent Telephone Accounts	40
Special Projects	160
Conservation of expendable Supplies	30

All squadrons will be rating monthly in these areas and the revised regulation will be attached to the December Historical report. (UNCLASSIFIED)<sup>6</sup>

Given on page four, by budget project, are current annual budget authorizations, obligations incurred through 30 November 1957, percent of program completed, and the percent of the Fiscal Year Expired as at 30 November 1957. The recurring maintenance, purchased utilities and coal purchased portions of the Project 458 and 478 programs and obligations have been excluded for purposes of determining the percent of the current programs obligated. The anticipated costs for the entire year in these three areas are obligated at the beginning of the year. (UNCLASSIFIED)<sup>7</sup>

6. Ibid  
7. Ibid

<u>Budget Project</u>	<u>ABA</u>	<u>Cumulative Obligations 30 Nov 57</u>	<u>Percent of ABA Obligated</u>	<u>Percent of FY Elapsed</u>
Minor Construction P341	431,408	421,912.08	97.7	41.7
Base Operations and Maintenance P458	1,624,000	742,335.34	45.7	41.7
Major Repairs P459	54,300	54,300.00	100	41.7
Operations and Maintenance of Medical Treatment Facilities P478	90,000	26,792.75	29.8	41.7
PCS Movements Within Major Air Command P531.10	1,200	1,174.23	97.8	41.7
Subsistence P551	495,000	179,178.46	36.2	41.7

Shown in the following Base Operations and Maintenance program table by budget category of expense, are the estimated requirements at 30 November 1957, current ABA as of 30 November 1957, cumulative obligations as of 30 November 1957 and the percent of the Fiscal Year 1958 obligated as a 30 November 1957. (UNCLASSIFIED)

<u>Budget Category of Expense</u>	<u>Estimated Requirements</u>	<u>Current ABA</u>	<u>Cumulative Obligations</u>	<u>Percent of ABA Obligated</u>
Ground Petroleum	52,000	40,000	17,831.52	44.6
Fuels for Utilities	240,000	205,000	90,633.90	44.2
Operating Supplies	370,197	283,000	124,044.14	43.8
Equipment	280,000	30,000	6,966.44	23.2

8. Ibid



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<u>Budget Category</u>	<u>Estimated Requirements</u>	<u>Current ABA</u>	<u>Cummulative Obligations</u>	<u>Percent ABA Obligated</u>
Maintenance of Equipment	72,000	43,276	14,491.21	33.5
Leased Property Rentals	12,636	12,636	5,841.41	46.2
Other Utilities	215,000	193,433	96,716.48	50.0
Real Property Maintenance	525,000	461,970	229,485.51	49.7
Work Projects	60,000	30,000	16,100.68	53.7
Communications	60,000	60,000	23,149.68	46.9
Commercial Transportation	30,000	30,000	13,089.32	43.6
Dependents Education	2,000	2,000	684.10	34.2
Laundry and Dry Cleaning	11,195	11,195	4,388.85	39.2
Off Duty Education	4,000	4,000	902.00	22.6
Temporary Duty Travel	75,000	54,000	38,709.18	71.7
Pay of Civilians	124,000	120,000	42,817.70	35.7
Others	<u>62,000</u>	<u>43,490</u>	<u>11,483.22</u>	<u>26.4</u>
Total	2,195,028	1,624,000	742,335.34	45.7

Operating costs for the station for the month of November 1957 were \$548,669.67. Cummulative operating costs for the month and Fiscal Year to date are \$2,538,360.04. <sup>9</sup> (UNCLASSIFIED)

Significant data has been extracted from reports prepared for the period ended 30 November 1957 and is given on page six. <sup>10</sup> (UNCLASSIFIED)

9. Ibid  
10. Ibid

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<u>Material Inventories</u>	<u>Balance At 30 Nov 57</u>	<u>Increase or (Decrease) From 31 Oct 57</u>
Mobilization Reserve	2,078,728.46	320,183.04
Project Materiel	9,598.99	(23,725.09)
Air Force Retail Store	57,545.07	(115.67)
Base Supply	7,821,205.31	135,138.56
Commissary Division AF Stock Fund	94,876.76	601.66
Medical Division AF Stock Fund	94,732.64	866.83
Aviation Fuels Division AF Stock Fund	103,479.94	(1,644.49)
Clothing Sales Division AF Stock Fund	<u>77,449.24</u>	<u>15,661.29</u>
Total Materiel Inventories	10,337,616.41	446,966.13
Value of Equipment In-Use	4,942,650.00	6,610.28
Value of USAF Equity in Real Property	3,704,969.00	
Value of Construction in Progress	465,186.00	.22
Liabilities	1,208,085.00	(92,732.23)

The figures given for the value of construction in progress and for liabilities include two satellite stations. <sup>11</sup> (UNCLASSIFIED)

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11. Ibid

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## CHAPTER II

### PERSONNEL

During the month of November 1957 the 3918th Air Base Group was manned effectively with some career fields having shortages. The shortage fields included two communications center specialists, two automobile repairmen, five accounting specialists, five clerks and 23 air policemen. <sup>1</sup> (UNCLASSIFIED)

The Base Reenlistment Office reported that five airmen were reenlisted during this reporting period. The Base reenlistment rate was 88.8 percent representing a gain of 18.8 percent for the month of November over October 1957. <sup>2</sup> (UNCLASSIFIED)

A total of 11 airmen extended their enlistments to complete normal and extended tours, during the month of November 1957. <sup>3</sup> (UNCLASSIFIED)

For participation in off-duty education programs or as a result of normal upgrade training, 21 airmen were awarded AFSC's in the month of November 1957. <sup>4</sup> (UNCLASSIFIED)

The 3918th Air Base Group, along with other organizations of the 7th Air Division, is participating in the SAC-wide "First Term Airmen Retention Program" called "SAC's Tree of Peace." The goal of this program is to reenlist as many of our qualified first term airmen as possible thereby making a contribution to world peace. <sup>5</sup> (UNCLASSIFIED)

This SAC installation was given a quota of 16 first term airmen during the period of 1 November 1957 through 20 December 1957 in order to maintain

- 
1. History of the Director of Personnel for the month of November 1957
  2. Ibid
  3. Ibid
  4. Ibid
  5. Ibid

CONFIDENTIAL

8

an 85 percent average for 7th Air Division. <sup>6</sup> (UNCLASSIFIED)

During the month of November 1957 the 3918th Air Base Group received notification of five reserve officers who had been selected for augmentation into the Regular Air Force. <sup>7</sup> (UNCLASSIFIED)

The Security Clearance Section reported that nine Interim and 19 Final Top Secret, five Interim and 10 Final Secret clearances were processed in the month of November 1957. There was an unusual number of TWX's sent within this reporting period to the Commander 4th DO OSI United Kingdom South Ruislip, England in an effort to verify all clearances so that the entries in the Form 7 would correspond with the entries in the Form 4. <sup>8</sup> (UNCLASSIFIED)

The Manpower Management Improvement Board met on 22 November 1957 and approved five out of a total of nine suggestions received. One received a Letter of Commendation, one airmen received a check for \$25.00 and a Letter of Appreciation, and three are under evaluation. All approved suggestions were forwarded to higher headquarters for further evaluation. <sup>9</sup> (UNCLASSIFIED)

The Base Manpower Board met on 29 November 1957 and in general concurred with the requests for increase in the UMD's. Request for increases have been returned to the various sections with instructions to give further justification for said increase. The proposed UMD's will be forwarded to higher headquarters during the month of December 1957. <sup>10</sup> (UNCLASSIFIED)

The average strength during the month of November 1957 for the 3918th Air Base Group was 90 officers and 1,207 airmen. <sup>10</sup> (CONFIDENTIAL)

- 
- 6. Ibid
  - 7. Ibid
  - 8. Ibid
  - 9. Ibid
  - 10. History of the Director of Comptroller for November 1957

CONFIDENTIAL

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## CHAPTER III

## OPERATIONS

During the month of November 1957 the Director of Operations published Standard Operating Procedures and Check Lists in compliance with 7th Air Division Manual 55-1. The SOP's cover procedures to be followed during EWP by the Director of Operations, Senior Controller, Combat Reports Team, Interrogation Team and the CBR Teams. Wall charts for the Control Room, to be used in conjunction with the SOP's, were also made during this reporting period. The charts will be posted during EWP to reflect aircraft status, aircraft movements, weather information, personnel and equipment, combat reports and recurring reports. <sup>1</sup> (SECRET)

A Strategic Air Command exercise, nicknamed "Iron Bar," was executed during the month of November 1957. The exercise involved SAC combat units making training flights from the United States to the United Kingdom and return. The 3918th Air Base Group supported this exercise by deploying fire fighters, post strike kits, Air Police Teams, refueling rigs and ADS Teams to other 7th Air Division installations. The above teams were deployed upon execution orders received from 7th Air Division. <sup>2</sup> (SECRET)

A course of instruction for base CBR defense personnel as covered in SAC Regulation 50-2 was started during the month of November. The course was attended by 16 EWP assigned persons of which 10 persons successfully completed. As of the end of November 1957 a total of 31 persons of the 51 assigned as team members were trained. <sup>3</sup> (UNCLASSIFIED)

- 
1. History of the Director of Operations for the month of November 1957
  2. Ibid
  3. Ibid

~~SECRET~~

RAF Station Bruntingthorpe invited the Base CBR Officer and NCOIC at Upper Heyford to visit their installation during the month of November 1957 for the purpose of suggesting improvements in the Bruntingthorpe CBR Defense Section. The visit was carried out on 21 November 1957.<sup>4</sup> (UNCLASSIFIED)

Base Operations activities were held to a minimum during the month of November due to resurfacing activity on the only active runway. The field was closed during the first three weeks in this reporting period. Within the three weeks all aircraft of the 3918th Air Base Group operated from RAF Station Brize Norton.<sup>5</sup> (UNCLASSIFIED)

The Base Operations Officer reported that all flying time allotted to Upper Heyford for the month of November was used resulting in a majority of flying personnel completing 60-2 requirements for the first half of the Fiscal Year. At the end of November, there were 17 pilots, five navigators and 10 ECM observers assigned/or attached to RAF Station Upper Heyford for flying.<sup>6</sup> (UNCLASSIFIED)

A C-54, aircraft number 9054, arrived from the United States in November and was assigned to the 3918th Air Base Group, but attached to Headquarters, 7th Air Division for flying. The new aircraft is based at Northolt Airport, near London.<sup>7</sup> (UNCLASSIFIED)

During the month of November 1957 the Cryptographic Section, Communications Echelon, reported that 89 messages were processed. Of this total, 17 were handled as official business and the other 72 were a result of the

- 
4. Ibid
  5. History of the Base Operations for the month of November 1957
  6. Ibid
  7. Ibid

AFSAM-7 training program being conducted for Communications personnel.<sup>8</sup>

(UNCLASSIFIED)

The Teletype Section, Communications Echelon, reported that a total of 2,203 messages were processed during the month of November 1957.<sup>9</sup> (UNCLASSIFIED)

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8. History of the Base Communications Echelon for November 1957  
9. Ibid

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## CHAPTER IV

### MAINTENANCE AND SUPPLY

The mission of the Office of the Director of Materiel remained the same as detailed in previous histories. <sup>1</sup> (UNCLASSIFIED)

During the month of November 1957, a support agreement for supplying office equipment for the American Express Company at RAF Station Upper Heyford was prepared in accordance with Air Force Manual 173-1. The agreement makes the Unit Supply Officer of the Headquarters Squadron responsible for obtaining authorization, procuring and issuing certain office furniture and machines to the American Express Company at Upper Heyford. <sup>2</sup> (UNCLASSIFIED)

During this reporting period a Maintenance Area Assistance Team from Central Air Materiel Area, Chateauroux, France, visited Upper Heyford. The purpose of the visit was aimed at answering questions on problems which the installation felt could be resolved through the responsible staff agencies at CAMAE. Problems were presented by various organizations including the Aircraft Maintenance, Motor Vehicle Maintenance and Purchasing and Contracting. <sup>3</sup> (UNCLASSIFIED)

The Purchasing and Contracting Office reported that a possible serious problem is being created by a vendor, Esso Products out of Islip, under contract for ground POL products, in that the company is not meeting delivery schedules and as a result, POL fuel tanks are running out of fuel. Action taken by the Purchasing and Contracting Office with the vendor failed to

- 
1. History of the Director of Materiel for the month of November 1957
  2. Ibid
  3. Ibid

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correct the situation. The problem was referred to the Director of Materiel for assistance. The Purchasing and Contracting Office, in a report to the Director of Materiel, stated that it was their opinion that the vendor does not have sufficient personnel or equipment to meet commitments of contract. (UNCLASSIFIED)

Purchases from the Clothing Sales Store totaled \$3,845.87 during the month of November and included: Sales to Airmen \$2,669.83, Sales to others \$87.79, Health and Appearance \$414.60 and Miscellaneous \$7.60. The closing inventory value was reported to be \$34,397.77 at the end of this reporting period. (UNCLASSIFIED)

Commissary sales for the month of November 1957 were \$34,269.00 which represents a gain of \$1,375.00 over the October sales. (UNCLASSIFIED)

During the month of November 1957 a special world-wide audit of the aircraft and engine inventory and reporting system was conducted. To accomplish this a Quarterly Aircraft Engine Inventory Reconciliation List RCS: 3-AMC-A29 was received here from Headquarters OCAMA and checked against the existing engine stocks and installed engine records at this installation. A number of discrepancies were discovered in the RDP AFA records which were corrected. (UNCLASSIFIED)

Within the reporting period the Auditor General made an audit of 40 line items of Hi-Value property stocked by this account. The audit covered all phases of Hi-Value, receipt, accounting, storage and issue procedures. (UNCLASSIFIED)

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4. Ibid

5. Ibid

6. Ibid

7. History for the Base Supply for the month of November 1957

8. Ibid

It was reported that during this reporting period a Mobile Aircraft Spares Kit was dispatched to RAF Station Mildenhall. The kit was at Mildenhall from 26 November until the 30th and during that time only one item was requested which was not immediately available from the kit. This item was supplied from Base stocks at this station. <sup>9</sup> (CONFIDENTIAL)

On 28 November 1957 a Mobile Aircraft Spares Kit was dispatched to RAF Chelveston. Records indicate that no issues were made as of 30 November 1957. <sup>10</sup> (CONFIDENTIAL)

The Maintenance Section of the 3918th Transportation Squadron completed a total of 230 work orders during the month of November 1957. <sup>11</sup> (UNCLASSIFIED)

The Motor Pool operation reflected 67,309 miles driven, 31,694 passengers carried, 861 tons of cargo hauled against a total of 1,478 dispatchers for the month. <sup>12</sup> (UNCLASSIFIED)

The Commercial Transportation Section shipped approximately 270 tons of general supplies and/or cargo to the United States, USAFE Depots and other stations in the United Kingdom during the month of November 1957. <sup>13</sup> (UNCLASSIFIED)

- 
9. Ibid
  10. Ibid
  11. History of the 3918th Transportation Squadron for November 1957
  12. Ibid
  13. Ibid

# DECLASSIFIED IAW EO 13526

## CHAPTER V

### FACILITIES

The 3918th Air Installations Office reported that work on the Super Heyford Pavement Strengthening Program continued on schedule throughout the month of November 1947. Other construction work at this installation during the month included, the Hydrant Refueling Project, Maintenance Refueling Shed (Compressed Air Facilities) and a Radar Facility (RAPCON). All of these projects continued as scheduled. <sup>1</sup> (UNCLASSIFIED)

Maintenance and Operations projects for this reporting period included, modification of truck fill stands, water-alcohol facility, an extension on Base Photographic laboratory, repair of 124 No Fine Huts and general repair of Base roads. <sup>2</sup> (UNCLASSIFIED)

Design work proceeded during this reporting period on the following projects: Two medical storage sheds, installation of 300 seats for the Base Chapel and extension on the Base Dependents School. <sup>3</sup> (UNCLASSIFIED)

Work continued on remodeling the former Service Club building to equip, decorate and furnish for use as the Non-Commissioned Officers' Open Mess, replacing the present club facility which is located over one of the Base Dining Halls. Work was being pushed in order to meet the scheduled opening date of December 31st. <sup>4</sup> (UNCLASSIFIED)

In the meanwhile, the Service Club is occupying a two-story barracks type building. When the NCO Club has completed its scheduled move, its

- 
1. History of the 3918th Air Installation Squadron for November 1947
  2. Ibid
  3. Ibid
  4. Ibid

former location will be refurbished for use as the Service Club. <sup>5</sup> (UNCLASSIFIED)

Work on four Nissen huts in the Site Three area for the use as a Dependents Youth Center was completed during the month of November 1947 and turned over to Personnel Services for its youth program. <sup>6</sup> (UNCLASSIFIED)

Such jobs as the repainting of the interior of the 3918th Group Headquarters building, partitioning and repainting of the Base Legal Office and the installation of new latrines in the Officers' Open Mess were finished within this reporting period. <sup>7</sup> (UNCLASSIFIED)

The Work Order Review Board met regularly during the month to weed out unnecessary work requests and to establish priorities for those items which were considered essential. <sup>8</sup> (UNCLASSIFIED)

- 
5. Ibid
  6. Ibid
  7. Ibid
  8. Ibid

# DECLASSIFIED IAW EO 13526

## CHAPTER VI

### MISCELLANEOUS

The state of morale of the Base personnel and the relationship between the American serviceman stationed at RAF Station Upper Heyford and the British civilians in the surrounding communities were both prime factors which influenced the manner in which this station accomplished its mission during the month of November 1957. <sup>1</sup> (UNCLASSIFIED)

Among, but not limited to, the Base activities that are involved in their various capacities with these factors are the Base Provost Marshal, Staff Judge Advocate, Information Services Officer, Base Chaplain and the Personnel Services Officer. <sup>2</sup> (UNCLASSIFIED)

Each of these has the important task of controlling and coping with the tangible and intangible problems that might arise in these areas from day to day. The Base constantly maintains a well rounded recreational and entertainment program and character guidance program to minimize the possibility of unfavorable incidents occurring which would be prejudicial to good military order or reflect unfavorably upon the Air Force or the nation as a whole. <sup>3</sup> (UNCLASSIFIED)

#### STAFF JUDGE ADVOCATE

During the month of November 1957 there were no General or Special Courts-Martial recorded for the 3918th Air Base Group or its tenant units. <sup>4</sup> (UNCLASSIFIED)

- 
1. History of the Information Services Office for November 1957
  2. Ibid
  3. Ibid
  4. History of the Staff Judge Advocate for the month of November 1957

During this reporting period eight members of this command were tried by Summary Courts-Martial. The Staff Judge Avocate reported that all cases heard for November 1957 resulted in conviction. The Articles violated and the sentences given included: a violation of Article 128, Assault in which the airman received a sentence of a Reprimand, four violations of Article 134, Incapacitation and Drunk and disorderly, which resulted in sentences of Confined to hard labor for 30 days and forfeiture of \$65.00, Confined to hard labor for 30 days and forfeiture of \$55.00 respectively, Violation of Article 108, Damage to government property by willful negligence, resulted in a sentence of confined to hard labor for 30 days and forfeiture of \$65.00, and Violation of article 121, Wrongful Appropriation and Larceny, resulting in a sentence of hard labor for 30 days and forfeiture of \$60.00 and reduced to the grade of Basic Airman, hard labor for 45 days and forfeiture of \$50.00 respectively. Total forfeiture for the month of November 1957 was \$425.00.<sup>5</sup> (UNCLASSIFIED)

There were five members of this command who were tried and convicted by United Kingdom authorities during the month of November 1957. The charges and sentences included: Drunk in charge of a motor car and sentence of 15 pound fine, Obstruction with a motor car and sentence of Five Pound fine, Parking offense and fined Two Pounds, Failing to observe traffic sign and fined Two Pounds, and a charge of Driving without due care and attention, sentence was Three Pounds.<sup>6</sup> (UNCLASSIFIED)

The following is a list of courts-martial for each unit of this command

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5. Ibid

6. Ibid

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for the month of November 1957: 3918th Air Base Group - five, 3914th Air Base Squadron (Chelveston) - Two, and 3912th Air Base Squadron (Grantingthorpe) - One. <sup>7</sup> (UNCLASSIFIED)

The Base Prison population on the 1st of November 1957 was only one airmen. There were seven confined during the month, four were released and two casualties were handled. There were four prisoners remaining in confinement on the last day of this reporting period. <sup>8</sup> (UNCLASSIFIED)

During the month of November 1957 the Personnel Services Office processed one marriage application, 46 passports, 85 allotments and three movements of dependents. <sup>9</sup> (UNCLASSIFIED)

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THE END

7. Ibid
8. Ibid
9. History of the Personnel Services Office for November 1957.

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## G L O S S A R Y

ABGRU	Air Base Group
BSO	Base Supply Officer
COMDR	Commander
COMM	Communications
DIR OF OPNS	Director of Operations
DIR OF MAT	Director of Materiel
DIR OF PERC	Director of Personnel
FLD MAINT	Field Maintenance
CAMS	Consolidated Aircraft Maintenance Squadron
HIST	History, Historical, Historian
I ID	in the same place
INSTL	Installation, Install
MEMO	Memorandum
MTR VEH	Motor Vehicle
NCO	Non-Commissioned Officer
OFC	Office
OFF	Officer
PARA	Paragraph
PCS	Permanent Change of Station
RPRT	Report
SQDN	Squadron
TDY	Temporary Duty
USAF	United States Air Force

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## ROSTER OF KEY PERSONNEL

Colonel Kenneth W. Schultz, 9096A  
Commander, 3918th Air Base Group

Lt. Colonel John T. Allen, 6834A  
Deputy Base Commander, 3918th Air Base Group

Lt. Colonel Wilbur R. Britton, 1089CA  
Director of Operations, 3918th Air Base Group

Major Edmund Czapski, 11110A  
Comptroller, 3918th Air Base Group

Major Thomas H. McMahon, AC 1039785  
Director of Materiel, 3918th Air Base Group

Major William A. Baldwin, AC 560587  
Director of Personnel, 3918th Air Base Group

Captain Fred T. Lenz, AC 1848  
Adjutant, 3918th Air Base Group

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A P P E N D I X

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# DECLASSIFIED IAW EO 13526

Headquarters  
3918TH AIR BASE GROUP (SAC)  
United States Air Force  
APO 194, US Air Force

26 November 1957

## COMMUNICATIONS-ELECTRONICS INSTALLATION STATUS REVIEW BOARD (CEISRB)

1. The regular monthly meeting of the above named board convened at 1600 hours, 26 November 1957.

a. Members present were:

Lt Colonel W. R. Britten	BOT	(Chairman)
Majer G. D. Kirste	BMA	
Majer T. H. McMahon	BM	
Captain E. G. Hansen	BOTC	(Recorder)

b. Members absent were:

Majer J. H. Maloney	IE	
Captain J. R. Reynolds	AACS	

c. Visitors were:

MSGT J. J. Syde	AACS	
TSGT B. E. Reckheld	BMA	
Mr. R. Berry	IE	

2. The minutes of the October 1957 meeting were reviewed.

3. Old Business:

a. Terminal Visual OMNI Range, Wilcox (CE-159-SAC-WN15-2242-AAACS4-56948): A job number to both dismantle the Collins TVOR and install the Wilcox unit has been received. A priority number was assigned also, but it was later cancelled because the work could not be done by a designated date. The minutes of the CEISRB meeting for the month of September 1957 indicated that dirt piles near the proposed permanent TVOR site (top-soil accumulated by contractor working on the runway) would remain for approximately six months. Since that time, the Base Communications has been advised (26 Nov 57) that the piles will remain until July 1958. This will not only delay permanent installation of the TVOR but will also delay part of the ILS installation. **ACTION:** The Base Communications Officer will monitor this project; having the Collins unit dismantled and the Wilcox unit installed.

b. Commercial Fire Reporting System (GPO Equipment, No Scheme Required): Little or no progress has been made toward completion of this facility as planned. ACTION: The Base Communications Officer will continue to press GPO to finish this project.

c. Low Power Low Frequency Homing Beacon (CE-55-AFB-UFP-AACS4-5582-HB): The authorization for this facility has been cancelled and deleted from the PC Document. This facility was re-programmed as a compass locator facility under facility number 2226; Instrument Landing System. All future reference to the equipment on hand for this facility will be reflected in the IIS portion of the minutes of the CEISRB meetings. ACTION: None.

d. Radar Air Traffic Control Center (CE58-AFB-UFP-AACS4-5598-LC): During the past month, the contractor has been working at the site. Some construction of footings and pads for the power units was noted. No information was available concerning the question of lighting that was brought up at the last meeting. The Base Supply Officer has arranged for adequate storage space for the RATCC equipment that will require inside storage, and no problems are anticipated concerning outside storage. Since there have been no RATCC facility meetings held at 7th Air Division headquarters since the last board meeting, no additional information is available. ACTION: The Installations Engineer, AACS Detachment Commander, and the Base Communications Officer will keep the board advised of any new developments on this project.

e. Control Tower Equipment (Schemes CE55-USAFB-UFP-AACS-5586-CF, CE55-USAFB-UFP-AACS-5586-A-CF, CE55-USAFB-UFP-AACS-5586-B-CF, and CE 57-AFB-UFP-AACS4-04-CA-256): The Purchase Request has been processed for provision of Allied Requirements for this scheme. The Bill of materials for this scheme consists of 109 items, 40 of which are on hand. Shipment of scheme equipment should have been complete to the end location by 15 November 1957. The UK AACS Region Commander has been queried as to the status of the remainder of the equipment. ACTION: The Installations Engineer will keep the board advised on the status of the items provided by the Purchase Request. The Base Supply Officer will query the UK AACS Region Commander again if the rest of the scheme equipment does not arrive within 30 days.

f. Remote Transmitter Site (No Scheme Required): The Installations Engineer has not yet completed installation of a 30KW power unit at the remote transmitter site. Two GPO working parties are pulling a 54-pair cable in the duct track around the eastern perimeter of the airfield at the present time. Some joinings have also been done. The GPO expects to finish the job on schedule, providing a section of cable can be placed under the east end of the runway through the existing duct without altering the duct because of runway construction work. The Base Communications Officer contacted Mr. Wallace (AMWD Resident Engineer) and Mr. Seemster (Third Air Force Inspection Representative) to ascertain if it would be possible to complete any excavation required so this

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project could be completed. The request was disapproved because the contractor had phased his work and a variation could not be made. Also, nothing is to interfere with the contractor in any way. Another 50-pair cable will be placed in this same duct at some future date for the RATCC facility. **ACTION:** The Installations Engineer will continue with installation of the power unit. The Base Communications Officer will keep the board advised on the progress of the GPO cable project.

g. Pilot to Forecaster Facility (CE-57-AFE-UPP-AACS4-03-PF-457): Allied Requirements are not yet complete for this facility. The UK AACS Region Commander has queried RAFD concerning shipment of the equipment for this scheme. **ACTION:** The Base Communications Officer will advise the board members of the status of Allied Requirements and provide any information available on the equipment for this project.

h. Base Public Address System (Commercially Procured Equipment): The Base Public Address System has been installed and was accepted as operational on 8 November 1957. An administrative change has been forwarded to 7th Air Division Headquarters changing the status from "P" to "A" in the PC Document. **ACTION:** No further action required.

i. Instrument Landing System (CE-53-USAF-UPP-AACS4-5587-IL-158, CE-57-AFE-UPP-AACS4-01-IL-158, and CE-258-SAC-WML5-2226-AAC84-520AB): The Base Director of Operations indicated by message (BOT 7-11-3) to the 7th Air Division Director of Operations his concerns over continuing with the installation of an ILS facility if it would result in this station having a "substandard" navigational aid which, because of its type of installation, would not be fully adaptable to presently planned uses. Headquarters, 7th Air Division, replied by message (DOCN 18334 - INFO: CINCSAC) indicating the facility had been closely studied on two previous occasions. It was indicated that the good points of the facility will ever-shadow the bad ones and unless some change is made at SAC Headquarters the facility will be installed as planned. The Installations Engineer indicated that automatic transfer switches were not included in the present specifications. The Base Director of Operations, together with the local AACS Commander, is working on the space utilization plans for this facility. AACS radio personnel have finished building an oscillator to be used with the BC-329 which will provide the Compass Locator portion of the ILS facility when it is installed. For the time being, the BC-329 will be installed on base at an interim location. **ACTION:** The AACS Commander will advise the Base Communications Officer when a job number and an installation team are needed to make an interim installation of the BC-329. The Base Director of Operations will advise the board of progress on the space utilization plans. The Base Communications Officer will query 7th Air Division Headquarters regarding plans for transfer switches.

j. Fixed Plant OMNI-Bearing Distance Facility TACAN (CE-57-AFE-UPP-AACS4-5591-TB): A copy of the information brought out at the TACAN

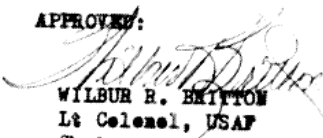
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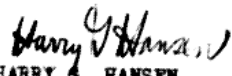
Conference, held on 18 November 1957 at 7th Air Division Headquarters, has been received and is being passed around for study and information. The Installations Engineer representative indicated that the Air Ministry has been requested to proceed with the plans for installing a TACAN facility at this base. The Base Director of Operations indicated that no problems existed when Air Space Utilization Plans were in preparation for this facility. ACTION: The Base Supply Officer will follow-up on the generator ordered shipped from the 3928th Air Base Group on 23 July 1957 by Third Air Force Headquarters; message 3MSP-2-7G-946. The Base Communications Officer will submit a work order to produce items needed for Allied Requirements when necessary drawings are received.

4. New Business: None.

5. There being no further business to discuss, the meeting was adjourned at 1700 hours. The next meeting will be in December 1957 at the call of the recorder.

APPROVED:

  
WILBUR R. BRITTON  
Lt Colonel, USAF  
Chairman

  
HARRY G. HANSEN  
Captain, USAF  
Recorder

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Headquarters  
3918TH AIR BASE GROUP (SAC)  
United States Air Force  
APO 194, US Air Force

## STAFF MEETING MINUTES 6 November 1957

Minutes of the Weekly Staff Meeting held on Wednesday, 6 November 1957, 1500 hours, Room 10, Group Headquarters, is as follows:

ATTENDANCE:	Lt Colonel John T. Allen	BDC
	Captain Fred T. Lenz	BA
	Major Thomas H. McMahon	BM
	Major Edmund Czapski	BCR
	Major William A. Baldwin, Jr.	BP
	Captain Park E. Johnson	BPM
	Lt Colonel Wilbur R. Britton	BOT
	Captain Leo I. Beinhorn	BOT
	Captain Alvin J. Rosengren	BISO
	Major Joe L. Bennett	ADSC
	Major Don E. Pattison	SSC
	Major Charles M. Elliott	CAMSC
	Major Charles B. Ashby	OSC
	Major Joseph H. Maloney	ISC
	Captain Joseph B. Hallisey	FSSC
	Captain John I. Martin	TSC
	1st Lieutenant Allen R. Anderson	HSC
	Captain John R. Reynolds	AACS

1. Lt Colonel Allen, BDC, presided at the Staff Meeting in the absence of the Base Commander. The Staff Meeting was opened with a review of the previous week's minutes. Along with enforcing our Ground Safety Program (reference paragraph 3c, Staff Meeting Minutes, dated 30 October 1957), a new Squadron Rating System has been devised by Lt. Olson, Comptroller Directorate, which went into effect 1 November 1957. A briefing and explanation of this new rating system was given by Lt. Olson following the Staff Meeting. In regard to follow-up on work order requests (reference paragraph 3e, Staff Meeting Minutes, dated 30 October 1957), a progress chart is now being maintained in Colonel Allen's office of all work presently being accomplished by Installations. It was suggested that this progress chart be periodically checked for progress on work order requests. In regard to the desired operational changeover of the present Supply Squadron Coffee Shop (reference paragraph 3g, Staff Meeting Minutes, dated 30 October 1957), Major McMahon reported that he has requested Mr. Guinan, the base AFEX Manager, to report to him the feasibility of AFEX taking over the management of this coffee shop. Major McMahon made the suggestion that if AFEX does not desire the coffee shop that it be sold to the Officers' Club.

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2. A review was made of the recent SAC IG inspection report by Colonel Allen and the following discrepancies were discussed:

a. The Safety Officer is to report to BDC as to what has been done about the recommendation made by the SAC IG to go to Brize Norton and look over their Ground Safety Program as the SAC IG stated that they have the best Ground Safety Program in the entire 7th Air Division.

b. In reply to Colonel Allen's query, Major McMahon, BM, stated that Sgt. Sutton of his office was at the present time visiting the Food Service Squadron giving them assistance in the follow-up of the discrepancies found in their unit supply. The storage condition which was critical in the SAC IG report has been corrected.

c. In regard to the two MD-3's, Major McMahon stated that the part was received on 15 October; however, when they went to install it they found that the duct was the wrong duct and a new duct was requisitioned on 21 October. Follow-up action on this will be taken on 21 November.

d. The Conservation Program is not being evaluated. This is to be accomplished as required by Major Maloney and his personnel.

e. In regard to the VRC-19's which have presently not been transferred from ADS to the Operations Squadron, Colonel Allen requested that the necessary paper work be accomplished on this transfer.

3. **CONTROL OF CHILDREN:** In regard to the fire which occurred on the evening of 5 November 1957, Colonel Allen stressed the fact that our children are to stay within the confines of this base. This is to be a special subject at Commander's Call.

4. **R&R FLIGHTS:** Colonel Allen requested that Squadron Commanders and Staff Officers keep in mind, when allowing their personnel to go on R&R Flights, that this is a privilege that one earns and deserves and is not a right. Three important factors are to be remembered concerning an R&R Flight: (1) Does the man deserve the flight; (2) Does he have enough money to last him while at the destination of the flight; and (3) Does he have the proper kind of money.

5. Captain Lenz, BA, announced that in accordance with confirmation from 7th ADiv, that Thanksgiving Day would be observed on 28 November.



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6. The following subjects were discussed by various Staff Officers and Squadron Commanders present:

a. PROPOSED MESS ATTENDANCE REGULATION: Major McMahon stated that this regulation will take effect sometime in December or January. Reference was made to recent command letter on unit commanders making sanitary inspections in the mess hall. BM will publish letter over the Commander's signature which will state what we are going to do. It is planned that the letter contain the recommendation that each officer eat one (1) meal per week in the airmen's mess hall.

b. NEW 7ADIV RETENTION CONTEST ("TREE OF PEACE"): Major Baldwin, BP, gave a resume of the new contest in 7th Air Division's retention program which stresses re-enlistment of first term airmen. The program will be out in writing to the squadron commanders some time this week.

c. CORRESPONDENCE CAUSING CONGRESSIONAL INVESTIGATIONS: Major Baldwin read TWX requesting that necessary action be taken to do as much as possible to cut down the amount of correspondence sent by Air Force personnel containing complaints to their congressmen, which generally result in congressional investigations which cost much money and are generally unnecessary. It is suggested that this be made a special subject at the next Commander's Call stressing the fact that you, as your personnel's commander, are always available to listen to and to help in any way possible with their problems.

d. POSSIBLE 3916 AND 3917 CASES: Major Baldwin read letter from General Wade, Director of Personnel, Hq SAC, and 1st Indorsement thereto signed by Colonel Zumwalt, Deputy Commander, 7th Air Division. Reference was made by Major Baldwin to the list of airmen in each squadron who had two (2) or more courts martials on their present enlistment which was sent to each squadron commander about two months ago. At this time, BP requested that each squadron commander review this list and take 3916 or 3917 action on these men. This request was again made.

e. TOY DRIVE: Captain Rosengren, BISO, explained the CAM Squadron's coming drive for old toys which will be repaired by squadron personnel to give to charitable organizations at Christmas. Make this a special subject at Commander's Call. On 22 and 25 November, the CAM Squadron's train will canvass the housing areas to pick up these toys.

f. COMMUNITY RELATIONS: Captain Rosengren gave the statistics on our base's participation in community relations affairs during the past year. In regard to this, Colonel Allen requested that each squadron commander report to Captain Rosengren any of their personnel's activities in the Anglo-American Relations activities.

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g. **PER DIEM SHEET:** Major Czapski, BCR, requested that officer personnel of this base note the sheet beside the Sign In and Out Sheet in the front of headquarters building. You are to note on this sheet whether you plan to claim per diem on each TDY trip.

h. **DELINQUENT TELEPHONE BILLS:** Major Czapski stated that eleven(11) people were delinquent in paying last month's telephone bill. In addition, some people are moving into base housing where there is a telephone and are not reporting whether or not they wish the telephone to remain. If they do not report that they do not want the telephone, then it is automatically charged to their name.

i. **BASE LOUD SPEAKER SYSTEM:** Captain Beinhorn, BOT, stated that the loud speaker system on the base is to go into effect soon. Tests are scheduled to begin on 7 November 1957.

7. Colonel Allen requested that personnel living in base housing to examine roofs of their homes to see just how much and what damage was done by the recent wind storm. Report any damage to ISC at once. Various types of damage and maintenance neglect to houses were noticed in a recent tour of the housing area.

8. In closing, Colonel Allen announced that all future staff meetings would be held at 1500 hours each Wednesday.

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Headquarters  
3918TH AIR BASE GROUP (SAC)  
United States Air Force  
APO 194, US Air Force

## STAFF MEETING MINUTES 13 November 1957

Minutes of the Weekly Staff Meeting held on Wednesday, 13 November 1957, 1500 hours, Room 10, Group Headquarters, is as follows:

<u>ATTENDANCE:</u>	Lt Colonel John T. Allen	BDC
	Captain Fred T. Lenz	BA
	Major Thomas H. McMahon	BM
	Captain Jack W. Lynch	BCR
	Major Wilbur R. Hensley	BCH
	Major William A. Baldwin, Jr.	BP
	Major Donald H. Kline	BPM
	Lt Colonel Wilbur R. Britton	BOT
	Captain Leo I. Beinhorn	BOT
	Captain Milton E. Kosa	BJA
	Captain Joseph L. Cooper	BSO
	Captain Alvin J. Rosengren	BISO
	Major Joe L. Bennett	ADSC
	Major Don E. Pattison	SSC
	Major Charles M. Elliott	CAMSC
	Captain Harry G. Hansen	OSC
	Captain Robert R. Lee	HC
	Captain Joseph B. Hallisey	FSSC
	Captain John I. Martin	TSC
	Major Joseph H. Maloney	ISC
	Major James S. Nichols	BI
	1st Lieutenant Allen R. Anderson	HSC
	Captain John R. Reynolds	AACS

1. Lt. Colonel Allen, BDC, presided at the Staff Meeting in the absence of the Base Commander. The Staff Meeting was opened with a review of the previous week's minutes. Follow-up information on previously discussed subjects is as follows:

a. Colonel Allen announced that in the future the time and date of each Work Order Review Board Meeting will be published in the Information Bulletin and each person is to be present to defend their submitted work orders. (Reference paragraph 1, Staff Meeting Minutes, dated 6 November 1957.)

b. Major McMahon, BM, reported that Captain Jane Hallisey and Mr. Guinan have investigated the feasibility of AFEX taking over the Supply Squadron Coffee Shop. They have indicated a desire to control the coffee shop. However, final authority will have to be secured from a representative of the AFEX Headquarters in London who is scheduled to visit here within the next few days. (Reference paragraph 1, Staff Meeting Minutes, dated 6 November 1957.)

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c. In regard to R&R Flights (reference paragraph 4, Staff Meeting Minutes, dated 6 November 1957), any R&R Flight which is over three (3) days requires the person taking the flight to be on leave.

2. Colonel Allen read Command Letter 66-1 which concerns aircraft maintenance deficiencies.

3. GROUND ACCIDENT REPORTING: Accident Reports (AF Form 122) are not being filled out correctly and/or completely (reference AFR 32-2) and are not being submitted on time. These reports are not being fully investigated by the man's immediate supervisor, his NCO, or his commanding officer; as a result, they do not know the details of the accident. It has been suggested by the Ground Safety Office that a three (3) day time limit be set for the submission of these reports and that they be handcarried to the Ground Safety Office allowing the Ground Safety personnel to make "on-the-spot" corrections of discrepancies found in the report. As of today, this three-day time limit for submission of Accident Reports will go into effect; each report will be handcarried to the Ground Safety Office before 1400 hours of the third working day after the accident has occurred.

4. BASE PUBLIC ADDRESS SYSTEM: Colonel Allen stated that the Base PA System would be used as directed by the Base Commander.

5. DRIVING ON THE FLIGHT LINE: Colonel Allen stated that due to the number of trucks, lorries, etc., being driven on the flight line by the construction company, that all personnel driving on the flight line are to be doubly careful.

6. The following subjects were discussed by various Staff Officers and Squadron Commanders present:

a. FULFILLMENT OF 60-2 REQUIREMENTS: Lt Colonel Britton, BOT, stated that the months of November and December complete first half of the fiscal year for 60-2 requirements. Base Operations are doing all possible to insure that rated personnel are scheduled so they can fulfill their 60-2 requirements.

b. BASE POLICY FOR SENDING CHRISTMAS CARDS: Colonel Britton made the query as to what would be the policy this year for sending Christmas cards on the base. It was suggested by the Deputy Commander that each person put a card up in the Officers' Club, the NCO Club, and the Service Club as appropriate.

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- c. AIRMEN'S PERFORMANCE RATINGS: Major Baldwin, BP, announced that a meeting will be held on Monday, 18 November, 1330 hours, in Room 10, Group Headquarters, for the purpose of briefing the Squadron Commanders on the new regulation on submission of Airmen's Performance Ratings.
- d. RESPONSIBILITY OF ASSIGNED BUILDINGS TO EACH SQUADRON: Major Maloney, ISC, stated that in a recent meeting of the Fire Council, it was recommended that all buildings which are assigned to each Squadron would be the responsibility of that particular Squadron for the purpose of fire inspection. It will be the responsibility of each Squadron to submit the Form 117 to the Fire Department.
- e. CHRISTMAS CHARITY PROGRAM: Captain Rosengren, BISO, announced that seven (7) Squadrons have to this date accepted a project for our Christmas Charity Program. It was requested that the CAM Squadron's toy drive be made a special subject at all Commander's Calls.
- f. BRIEFING FOR VISITING BRITISH PERSONNEL: Captain Rosengren stated that his office has on file a standard briefing from 7th Air Division for briefing British personnel. This briefing will be kept current and can be obtained from BISO.
- g. PRE-TRIAL CONFINEMENTS: Captain Kosa, BJA, stated that pre-trial confinement is rarely, if ever, required. All persons are requested to consult the Legal Office before confining personnel prior to trial.
- h. LEGAL ACTIVITIES UNDER THE NATO AGREEMENT: Captain Kosa gave a resume of the legal activities under the NATO Agreement for the past year.
- i. 39-16 AND 39-17 CASES: Captain Kosa advised Squadron Commanders that his office would be available to accomplish all necessary paper work on AFR 39-16 and 39-17 cases, etc., provided that the interested commander bring the necessary personnel records to his office and discusses the case with him.
- j. DISCIPLINE SUMMARY: Major Kline, BPM, stated that the discipline summary written by BPM which is submitted to the Base Commander for his indorsement to 7th Air Division will, in the future, be duplicated and a copy sent to each squadron commander and staff officer for their information.
- k. PER DIEM VOUCHERS: Captain Lynch, BCR, requested that travel vouchers for per diem be submitted to Finance as soon as possible after performance of TDY.

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Headquarters  
3918TH AIR BASE GROUP (SAC)  
United States Air Force  
APO 194, US Air Force

## STAFF MEETING MINUTES 19 November 1957

Minutes of the Weekly Staff Meeting held on Tuesday, 19 November 1957, 0900 hours, Room 10, Group Headquarters, is as follows:

<u>ATTENDANCE:</u>		
Colonel Kenneth W. Schultz	BC	
Captain Fred T. Lenz	BA	
Major Thomas H. McMahon	BM	
Captain Jack W. Lynch	BCR	
Major Wilbur R. Hensley	BCH	
Major William A. Baldwin Jr.	BP	
Major Donald H. Kline	BFM	
Lt Colonel Wilbur R. Britton	BOT	
Captain Leo I. Beinhorn	BOT	
Captain Milton E. Kosa	BJA	
Captain Alvin J. Rosengren	BISO	
Major Joe L. Bennett	ADSC	
Major Don E. Pattison	SSC	
Major Charles M. Elliott	CAMSC	
Captain Weldon G. Christopher	OSC	
1st Lt Joseph A. Baird Jr.	HC	
Captain Joseph B. Hallisey	FSSC	
Captain John I. Martin	TSC	
Major Joseph H. Maloney	ISC	
1st Lt Allen R. Anderson	HSC	
Captain John R. Reynolds	AACS	

1. Colonel Schultz opened the meeting, stating that the primary reason for convening a day early was to announce the possibility of a visit by distinguished persons on Wednesday, 20 November 1957.
2. Colonel Schultz also announced that there was a fire at approximately 0815, Tuesday morning, 19 November 1957, in the Base Library. Although his investigators had not come up with a definite cause of the fire, from evidence available and conclusions of the Base Fire Marshal so far, it appeared that the fire started in a slovenly kept closet filled with mop pails, residue, dirty rags, band instruments, etc. Again, bad housekeeping, which has been a subject of concern, must be corrected. The Fire Chief indicated to Colonel Schultz that a cigarette was apparently thrown in a mop pail and the fire had been smoldering all night. Colonel Schultz again stressed the importance of good housekeeping to prevent happenings such as this. This station has had four fires in the last two months. Colonel Schultz said he would probably be called down about it, and rightly so, by General Blanchard in the near future. He said all he can do is get the information out to his staff and ask their cooperation in the matter.
3. The following subjects, previously discussed in the Staff Meeting of 13 November, were further commented on:

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a. Major McMahon stated that AFEX was definitely going to take over the operation of the Base Supply Coffee Shop. It will be open for business by 2 December 1957.

b. In addition to the new requirement for taking leave for R&R flights over three days, Colonel Schultz warned that there is a possibility of cessation of paying per diem for R&R flights in conjunction with the austerity program.

c. Colonel Schultz announced that we have numerous Command Letters to comply with. All agencies will review the Command Letter file in the Base Adjutant's Office at least once a month to insure that we are complying with them.

d. Major Maloney stated that the new building assignment responsibilities have been made to conform with the EWP mission.

e. Captain Rosengren is the project officer for the Christmas Charity Program. All squadrons have offered to sponsor a Christmas project for a worthy cause. Anyone with a knowledge of a worthy cause needing a sponsor should contact Captain Rosengren. Colonel Schultz asked Captain Rosengren to check with the Officers and NCO Wives Clubs to insure that their Christmas Programs do not conflict with the Squadrons'.

4. NEW YEARS EVE PARTY: Colonel Schultz stated that we would have a formal New Years Eve party in the Officers Club. He will have a Commander's Reception in his home on New Year's Day. Dress for the Commander's Reception will be Class "A" uniform.

5. ANGLO-AMERICAN PARTY: Lt Colonel Britton is in charge of the Anglo-American party to be held on the 14th of December.

6. MILITARY JUSTICE: Captain Kosa stated that there are four airmen awaiting disciplinary action: two from Headquarters Squadron and two from Operations Squadron. Summary Courts-Martial are scheduled for 19 November. The two cases from Operations Squadron constituted a very serious offense, cutting off our telephone communications. Captain Christopher, Communications Officer, was informed that strict disciplinary action must be taken.

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9. GENERAL POWERS' VISIT: General Powers will not visit this station, however, General Blanchard informed Colonel Schultz that Mrs. Powers and Mrs. Blanchard might visit by automobile the afternoon of 20 November 1957. He could not say definitely that they would visit, but everyone should be prepared. All possible motor pool, Air Police, and Photo Lab support will be furnished. They will be briefed by Lt Trepel on Dependents Assistance affairs, and visit the hobby shops, Base Exchange, Chapels, schools, library, etc. Every effort will be made to alert sections to be visited.

10. QUARTERS NAME SIGNS: Colonel Schultz said he had seen one of the name signs on Captain Reynolds' quarters and made favorable comments as to its size, coloring and location. Major Kline and Captain Reynolds were asked to expedite the program. As to signs for RAF quarters: Colonel Schultz suggested that posts be driven into the ground between the sidewalk and hedge (for Soden and Larson Roads) and the signs placed on the posts. Major Maloney was appointed project officer for the manufacture of these posts.

11. Colonel Schultz requested the following action be taken to improve the operation and general appearance of the station:

- a. All personnel in married quarters are to remove their garbage cans from the street as soon as the garbage is collected. Garbage cans left standing on the streets present a very unfavorable impression of the otherwise neat areas.
- b. A project is underway to enlarge the entrance to the base gym and make it into an archway. In the interim, Colonel Schultz requested Major Maloney to have an archway painted over the door. Suggestions for the archway are to paint it white with a red border (perhaps 10' high by 10' wide) and erect a sign indicating it as the base gym (perhaps stating it is the home of the Sky Kings).
- c. The Hospital representative, Lt Baird, was requested to have someone from the Hospital check the purity of the oxygen generated our LOX area. Since ADS needs nitrogen and has to purchase it, the feasibility of manufacturing nitrogen with the LOX generators by bleeding out the oxygen, should be looked into.
- d. The Italian prefabs should be moved into the Disposal Yard.
- e. Follow-up will be made to get the fog oil out of the Disposal Yard. Continued effort should be made to store the FOL drums properly.
- f. The quonset huts near the nursery should be painted as the creosote is peeling off and they have chalk markings all over them. Major Maloney was asked to have a Work Order submitted to the Work Order Review Board for this action.



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- g. Get the grass cut in the Disposal Yard.
- h. Stack items in the Disposal Yard neatly.

12. The following subjects were discussed by various Staff Officers and Squadron Commanders present:

a. Major Maloney stated that resurfacing of runway 21-03 would be completed this week. The aircraft will be able to return to the station and use runway 14-32. Also, he stated that the new area responsibility maps are being drawn up.

b. Captain Beinhorn informed the officers of the following:

(1) All Staff Duty Officers who missed the voice procedure briefing can receive this information in BOT.

(2) The Officers Club ballroom is progressing satisfactorily; however, there are a few items which will require officer volunteer labor.

(3) The "Hedronaires" have been performing at various places in and around Heyford, but will have some time available if anyone desires their services.

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Headquarters  
3918TH AIR BASE GROUP (SAC)  
United States Air Force  
APO 194, US Air Force

## STAFF MEETING MINUTES 27 November 1957

Minutes of the Weekly Staff Meeting held on Wednesday  
27 November 1957, 1500 hours, Room 10, Group Headquarters,  
is as follows:

ATTENDANCE:	Colonel Kenneth W. Schultz	BC
	Lt. Colonel John T. Allen	BDC
	Major Thomas H. McMahon	BM
	Major Edmund Czapski	BCR
	Major Wilbur R. Hensley	BCH
	Major William A. Baldwin, Jr.	BP
	Captain C. J. Bartley	BPM
	Lt. Colonel Wilbur R. Britton	BOT
	Captain Milton E. Kosa	BJA
	Captain Kenneth W. Isaac	BSO
	Captain Alvin J. Rosengren	BISO
	Major Joe L. Bennett	ADSC
	Major Don E. Pattison	SSC
	Major Charles M. Elliott	CAMSC
	Captain Harry G. Hansen	OSC
	1st Lt. Joseph A. Baird, Jr.	HC
	Captain Joseph B. Hallisey	FSSC
	Captain John I. Martin	TSC
	1st Lt. Allen R. Anderson	HSC
	Major Joseph H. Maloney	ISC
	Captain John R. Reynolds	AACS
	Major James S. Nichols	BI

1. Colonel Schultz opened the meeting by introducing his new secretary, Mrs. Heath. He then extended Thanksgiving greetings to everyone, saying that he had a lot to be thankful for and was happy to be at this station. He thanked the members for all their help and cooperation since his arrival here. Colonel Schultz then discussed the following topics:

a. The Anglo-American Cocktail party is to be held on 14 December 1957 at the Officers Open Mess. There will be in attendance at that party all the Anglo-American relations groups which do this base so much good. Colonel Schultz pointed out how nice it is to have British friends to call on the telephone to solicit their help and get it when difficulties arise, and to help keep this base from becoming involved in Anti-American problems such as Manston and other bases. Colonel Schultz further stated that unless Britain and American get along, there is no hope for the entire world.

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These bases over here are need for America's war plan. If the British moved as many RAF troops into the United States as we have moved into England, there would be American-Anglo relations that would be atrocious. The Americans would probably be saying, "Blokes get out of here", so the British are justified in feeling that way to some extent. He stated that the Anglo-American functions that we have do a great deal of good for us, our base, our country and the world. The hours of the party are 7:30 P.M. until 1:00 A.M. Lt. Colonel Britton is chairman for this party. The Third Air Force Base will be here. Two bars will be set up, including the Bar in the Brown Room. There will be a buffet, and the guests will be invited to have a bite to eat and something to drink, then the ballroom will be open with a band for dancing. Each officer is requested to dance with one of the English ladies some time during the evening. Captain Rosegren has compiled a guest list. The omission of several RAF people is due to the fact that a "Salute to RAF" night is planned for February, and all those people will be taken care of at that time. Colonel Schultz then read the proposed guest list and other names were suggested by various officers. All additional names are to be submitted to Captain Rosegren. The majority of the cost of the food and other expenses will be defrayed from the station's protocol fund. However, each officer will be assessed a nominal fee for this function. Lt. Colonel Britton is to get RSVP from the officers early next week in order to know how many plan to attend. There are approximately 60 couples on the guest list. It is the same list that has been used for several years. Invitations must go out Friday, 29 November 1957.

b. Colonel Schultz commented on how nice the quarters signs on Larson road look. It was reported that some of the signs are not up yet due to rejects. Each officer is responsible for putting up his own sign. Major Maloney is to get with Major Kline and get the posts up for the RAF quarters. Major Maloney stated that it was a problem of two men trying to do all the work. Colonel Schultz told him to ask Sgt. Crowe for additional men to get the posts up. Major Elliott stated that individual signs for Tobacco Housing were being cut and sprayed at his office. Colonel Schultz would like the signs completed by Christmas.

c. At the First Sergeant's meeting this morning the question of the Launderette that has been requested was raised. The airmen in the barracks and the airmen in RAF quarters do not have washing machines. Colonel Allen has a complete study on his desk of the cost, requirements, etc. Colonel Allen stated that it would be very expensive.

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c Colonel Schultz reported on a letter received from General Powers and endorsed by General Blanchard on worthless checks. He announced that he has answered the policy of this base on that some time ago. It will not be tolerated here. Anyone passing a bad check will be in serious trouble. A bad check ledger is maintained on anyone who has passed bad checks. Colonel Schultz said a person might talk his way out of the first one, but that would be the extent of it.

2 Captain Rosegren, BISO reported on the following subjects:

a All the Squadrons are very enthusiastic about the Christmas Charity Program, and one Squadron has collected \$300.00. The primary purpose of this program is to take care of our own Air Force families first, and then to help as many needy English families as possible. Sgt. Crowe has been asked to get names and give them directly to Captain Rosegren so that baskets of fruits, candies, toys, etc. can be given. If anyone knows of any needy families, their names are to be given to Colonel Schultz or Captain Rosegren. Colonel Schultz cautioned everyone to be very diplomatic in this matter so as not to offend anyone. The full story has been given to the Oxford Times at their request. A lot of good will come from this publicity. Captain Rosegren said that we are authorized to use commissary and PX items for the gift baskets.

b Captain Rosegren received a call from the Oxford Mail about S/Sgt Phillips, the man involved in the accident over the past weekend. The base was not going to give out the name because the matter is being handled by the British Police and we want to cooperate with them to the fullest. The reporter had gotten the name from someone here and when he understood our position in the matter, he apologized for using the name but it was too late to keep it from getting into the paper. Captain Rosegren asked all Squadron Commanders to caution their men at Commander's Call not to discuss matters involving personnel on base, especially when they do not know who they are talking to. Colonel Schultz then stated that he had a report on the number of drunk and disorderly conduct incidents for the past 90 days, and the number was outrageous. He said it was up to the Squadron Commanders and First Sergeants to get the men in line and eliminate some of the incidents that have been occurring. He said it must be made known to the men that there are going to be work details, loss of stripes and money forfeitures. They are not going to get by

# DECLASSIFIED IAW EO 13526

with a talk from the Squadron Commander again. By getting this word to the men is the only way to combat this deplorable situation. Conduct of this type should not be condoned anywhere.

c. There is a sign in Little John's Cafe in Northampton stating, "American Service Men will not be served". Captain Rosengren has set up an appointment for Major Kline to meet with the owner of Little John's Cafe.

3. Lt. Colonel Allen reminded the members of Officers' Call at 1700 this evening. The purpose of this meeting is for the nomination and election of a new board of governors.

4. Lt. Colonel Britton, BOT, reported that there have been an unusually large number of malfunctions of misfiring on the firing range. The sergeant in charge checked into this to find out why there were so many, and found they were due largely to improper cleaning and improper assembly of the guns. Col. Britton stressed that fire arms must be taken care of or there will be an accident on the range. He asked that all Squadron Commanders get word to their men on the proper care and handling of fire arms. The range officer is a rotating assignment. Colonel Schultz asked that each officer, when assigned as range officer, pull a check and get the information back to all squadrons to clean the guns. Major Elliott has taken care of the SOP for this project and anyone having difficulty should report to Major Elliott's office and he will give them full instructions. Major Elliott will make another inspection in 30 days. There was no indication of bad ammunition. There has been some ricocheting, but this was due to the top barrier sand bags being down. The bags were restacked and there has been no further trouble.

5. Captain Isaac, BSO, reported on the receipt of 3AF Regulation 125-3, which sets out the correct procedure for the issuing of license for privately owned vehicles, and information on what permits are valid. The 313 Form given out by Motor Pool as an interim license pending receipt of this regulation is no longer valid. Major Kline and Sgt. Douglas are in the process of preparing the information for all personnel. The system will be very simple for persons having current permanent Stateside or English License.

6. Major Pattison, SSC, reported that the remainder of the fog oil is being removed.

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7 Major Maloney, ISC, announced that the Work Audit Review Board is set up for the second and fourth Mondays of each month. Anyone with a work audit should appear at the Board. Colonel Schultz pointed out to Major Maloney that there are two boards missing in the guard rails at Packing and Crating. This has been written up by Ground Safety. Major Maloney will see that the guard rails are repaired.

8 Major Baldwin, BP, read a message from Hq USAF containing the first official information on the new proficiency pay for airmen. Major Baldwin pointed out that anybody we have in critical skill work, but working outside his primary AFSC, will not receive the proficiency pay until he is put back in his skilled work. It is possible to send a man TDY to work in his primary AFSC if the work is not available at this station. However, that pay will be discontinued on his arrival back at this station. Colonel Schultz commented that this is a step in the right direction to bring military pay up to meet the standard of civilian pay. Major Baldwin reported that for the first month of this quarter Upper Heyford was tied for first place in OJT. Second month of the quarter this base will score above the required minimum in upgrading personnel. Out of 125, 120 were upgraded in testing. Upper Heyford is still slightly below the minimum. If this can be raised above 85% in December, we can score 100% for the entire quarter. Major Baldwin asked that all Squadron Commanders counsel their people before they take the test, and if they don't feel the men are qualified yet, Personnel will give them a talk.

9 Major Czapski, BCR, requested that any time a Squadron has a need for Class A Agents for payment of any large group that's TDY, that the Squadron Commander first check with the Disbursing Officer.

10 Captain Hallisey, FSSC, reported that a DF was sent out the end of September asking all Squadrons to list the personnel who would like to have dinner in the Mess Hall on Thanksgiving. Over 100 calls were received requesting reservations. Captain Hallisey would like to have a list of all men and their dependents who care to have dinner in the Mess Hall Christmas Day. The information should include the name of the man and how many dependents he will bring. He requested that this information be in no later than Wednesday, 4 December. These meals cost \$2.00 per person, therefore, too much extra food cannot be ordered in the hopes that it will be used. Captain Hallisey will order enough food for the troops on base and for those who get their reservations in, and possibly for 50 or 60 who come in the last week before Christmas and have no place to go.

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11 Major Nichols BI stated that he had checked three Management Guides today and there were discrepancies in every one of them. He asked that SAC Regulation 25-2 be checked.

12 Colonel Schultz closed the meeting after reading a portion of the Management Control Statement for the quarter ending in September. (Confidential document)

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## MINUTES OF THE BOARD OF DIRECTORS

Convened at 0930 hours, 8 November 1957

**Members present:**

Lt. Col. Allen	President
Lt. Col. Britton	Member
Major Czapski	Member
Major Baldwin	Member
Major Maloney	Member
Lt. Martin	Recorder
Major Kirato	Observer
Captain Truesler	Observer
Captain Altvater	Observer
Captain Martin	Observer
Captain Hoard	Observer
M/Sgt Wood	Observer
M/Sgt Vinyard	Observer

Major Czapski briefed the board on the status of funds and what was to be accomplished. Each member was further furnished with written status of funds.

After discussing the budget the following estimate was made for cumulative obligations for November.

Ground POL	\$ 17,480
Fuel for Utilities	87,487
Operating Supplies	126,121
Equipment	6,949
Contractual Maintenance of Equip.	17,600
Leased Property	5,840
Purchased Utilities	96,717
Recurring Maintenance	229,486
Projects	16,101
Commercial Communications	28,149
Commercial Transportation	12,997
Education of Dependents	684
Laundry & Dry Cleaning	4,178
Off Duty Education	902
Travel	45,335
Other	11,855
UK Civilian	<u>43,994</u>
Total	<u>\$751,883*</u>

\* November estimates include \$10,000 in Travel and \$3,000 in Operating Supplies that will be obligated providing \$15,000 in allotment is received. The remaining \$2,000 will be obligated in December for Supplies and Travel.

The conservation program at this base is being furthered by obtaining all possible excess property at the depot that can be economically utilized.

The obligations in the Contract Maintenance and Equipment Category was necessarily limited due to the shortage of funds.

The following adjustments were made to the following plan in an attempt to defray excessive travel requirements. The Travel Stock Fund Category was reduced by \$5,000 and the Equipment Category was increased by \$5,000. The Commercial Transportation Category was reduced by \$6,000, Other by \$10,000 and the Travel Category was increased by \$4,000.



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A request will be made for an additional \$15,000 Allotment in the Travel Category.

The meeting adjourned at 1200 hours.

JACK B. HARRIN  
1st Lt. USAF  
Recorder

JOHN T. ALLEN  
Lt. Col. USAF  
President

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# DECLASSIFIED IAW EO 13526

HEADQUARTERS  
CENTRAL AIR MATERIEL AREA, EUROPE  
UNITED STATES AIR FORCE  
APO 10, US Air Force

ECT

20 NOV 1957

SUBJECT: Report of Area Assistance Visit to Upper Heyford Air Base,  
England

TO: Commander  
3918th Air Base Group (SAC)  
APO 194, US Air Force

1. Purpose: To conduct Area Assistance Visit under the provisions  
of CAMAE HOI 23-1, dated 27 November 1956.

2. Date of visit: 19 through 21 November 1957

3. Personnel performing visit:

Capt R. W. Wallace  
Mr P. E. Gentry (DAFC)

Area Assistance Monitoring Office  
Directorate of Maintenance Engineering

4. Personnel contacted:

Col K. W. Schultz  
-Maj T. H. McMahon  
-Maj C. M. Elliott  
-Maj D. E. Pattison  
-Maj G. E. Kirste  
-Maj F. T. Lenz  
-Capt W. J. Ross  
-Capt K. W. Isaac  
-Capt M. T. Hoard  
-Capt D. E. Trumpler  
-CWO W. W. Hosch  
M/Sgt J. W. Skinner  
M/Sgt P. F. Flanagan  
M/Sgt R. Pope  
S/Sgt R. J. Chicowlas  
S/Sgt A. L. Weinzirl

Base Commander  
Director of Materiel  
Chief of Maintenance  
Commander, 3918th Supply Squadron  
Base Supply Officer  
Base Adjutant  
Armament and Electronics Officer  
Ground Equipment Maintenance Officer  
Procurement Officer  
Contractual Maintenance Officer  
Maintenance Supervisor  
Quality Control NCOIC  
Field Maintenance Shops NCOIC  
Procurement NCOIC  
Instrument Shops NCOIC  
Ground Equipment Production Controller

5. Supply:

a. Supply was covered on a separate visit by a team from NAMEE  
during October.

b. For addition information in the supply area, refer to para 6g,  
below.

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# DECLASSIFIED IAW EO 13526

Hq CAMaE, ECT, Subj: Report of Area Assistance Visit to Upper Heyford Air Base, England

## 6. Maintenance:

a. Problem: Capability for weight and balance of aircraft does not exist at this station. C-54 Aircraft, Serial No. 44-90548 will be due for weight and balance during the first week of December 1957.

Action: The Team's Maintenance representative will coordinate this with Mr Strand at CAMaE, ATTN: ECMGS, for schedule of aircraft into Chateauroux during the first week of December if possible. Note: Reply to 3918th ABGRU: ATTN: BM.

## b. Problem: Calibration of Test Equipment.

Action: The Team's Maintenance representative will forward information through the 7th Air Division to the 3918th Air Base Group, and other organizations in the UK, with a proposed schedule for processing test equipment into the depot shops. Note: Reply to 3918th ABGRU, ATTN: BM.

c. Problem: Delivery of some items of test equipment. Due to the size, bulk, sensitivity, and weight of some test equipment, it is not feasible to transport all test equipment to Chateauroux for calibration.

Comment: Personnel at the base expressed the desire for the depot to have a "Mobile Team" either on call or on a scheduled basis that could take care of this type of equipment.

Action: The Maintenance representative will take follow-up action with appropriate shops at the depot to determine the feasibility of forming such a team. Note: Reply to 3918th ABGRU, ATTN: BM.

d. Problem: The Contract Maintenance Officer requests status of funds for the repair of the following items: (1) An O-10 Fire Truck Axle, (2) One (1) each Steam Cleaner.

Action: Referred to Directorate of Maintenance Engineering, ATTN: ECMO. Note: Reply to 3918th ABGRU, ATTN: BMCM.

Comment: Funding for the repair of these items was coordinated between Capt Trumpler from Upper Heyford and Capt Clause, Lt Mayer, and Mr Williams at Chateauroux during the second week of October.

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Hq CAMAE, ECT, Subj: Report of Area Assistance Visit to Upper Heyford Air Base, England

e. Problem: Will it be possible for a station to receive a blanket obligation authority for individual classes or multiple classes for equipment repairs; to be utilized after CAMAE has approved each separate P. R. for use of depot funds and to be cancelled with the remaining funds to be returned on 15 May 1958?

Comment: Due to the requirement for specific funding of each P.R. for repair of equipment with depot funds, the obligation authority issued by CAMAE, occasionally is insufficient to cover the cost of repair after bids are received by the contracting officer. This requires another request for additional depot funds and almost always renegotiation by the contracting officer. Conversely, depot funds are occasionally in excess when bids for the repair are received. This can result in the turn back of depot funds in June with insufficient time remaining to obligate.

Action: Referred to Directorate of Maintenance Engineering, ATTN: ECMO; Note: Reply to 3918th ABGRU, ATTN: BMPC.

f. Problem: Vehicle Maintenance Officer requested to be advised if depot funds are available for repair of ambulances. (Tactical and Metropolitan types)

Action: Referred to Directorate of Maintenance Engineering, ATTN: ECMO; Note: Reply to 3918th ABGRU, ATTN: BM.

g. Problem: Maintenance of obsolete equipment with no parts available. The base has a number of F-1A refueling trailers that have been in storage for up to seven years. No parts nor publications are available for maintenance on the F-1A's. So far, the base has no information on delivery dates of replacement vehicles for the F-1A's.

Action: Referred to Directorate of Maintenance Engineering, ATTN: Vehicle Division, for assistance in obtaining any publications and locating any parts that might be available for F-1A vehicles. Note: Reply to 3918th ABGRU, ATTN: TSM.

Comment: The F-1A's are contributing to a sharp increase in the VDP rate for this base. The VDP has jumped from an average of five to an average of from 10 to 15 in a period on one month.

7. Transportation: Not Applicable

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# DECLASSIFIED IAW EO 13526

Hq CAMM, ECT, Subj: Report of Area Assistance Visit to Upper Heyford Air Base, England

## 8. Procurement:

a. Problem: The Procurement Office, 3918th Air Base Group, requested that more advance notice be given as to whether or not the "call" type contracts such as for Commissary items, office supplies, etc., are to be extended or new contracts negotiated. All notices are arriving too late. Many times the notice arrives weeks after an action has taken place.

Action: Referred to Directorate of Procurement. Note: Reply to 3918th ABGRU, ATTN: BMPC.

b. Problem: The base is not receiving sufficient copies of "call" type contracts. At least ten copies are needed due to their supporting three satellite bases as well as their own.

Action: Referred to Directorate of Procurement. Note: Reply to 3918th ABGRU, ATTN: BMPC.

c. Problem: Base procurement personnel stated that "bond paper" items 39 and 40 of contract AF 61(602)-720 is not satisfactory as they need a better quality paper.

Action: Referred to Directorate of Procurement; Note: Reply to 3918th ABGRU, ATTN: BMPC.

d. Problem: When can the base expect to receive the "call contracts" which are under negotiation by CAMM at this time? Also, what new categories are being encompassed in the expansion of the program?

Action: Referred to Directorate of Procurement. Note: Reply to 3918th ABGRU, ATTN: BMPC.

9. Munitions: Not Applicable

## 10. Special Subjects:

a. Maintenance and Supply personnel were brief on the need for agreement of operational and logistical reporting.

b. Pipeline time is as follows:

From N.M.M.E:		Volume XVI:	
Immediate	7 days	Priorities 1-5	10 days
Intermediate	10 days		
Routine	20 days		

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# DECLASSIFIED IAW EO 13526

Hq CAMMFE, (CT), Subj: Report of Area Assistance Visit to Upper Heyford Air Base, England

## 11. Comments and/or Recommendations:

a. The Maintenance Shops appear to be well equipped and manned. Very little if any maintenance support from the depot will be required in the near future.

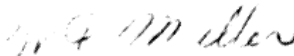
b. The base has two C-47's and one C-54 aircraft to maintain at this time, which are located at Brize Norton while the runway is under construction. None are AACP.

c. Refer to paragraph 6g for vehicles deadlined for parts.

d. Critique was held with the Director of Materiel and his staff prior to departure.

12. Reply by indorsement is not required unless specifically directed by higher headquarters.

FOR THE COMMANDER:



W. F. MILLER  
Lt Col, USAF  
Chief, Area Assistance Monitoring Office

## DISTRIBUTION:

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ECF (5 cys)  
ECCM (1 cy)

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3918 ABG SUPPLEMENT -1)  
TO AFR 60-2 )

AFR 60-2/3918 ABGRU SUP-1  
BOT  
HEADQUARTERS 3918TH AIR BASE GROUP (SAC)  
APO 194, New York, New York  
1 November 1957

FLYING

Annual Flying Requirements  
(Effective 1 November 1957)

NOTE: File in front of AFR 60-2, 14 March 1955


See paragraph 3b(3)

(Added) A minimum of five (5) celestial LOPs will be accomplished  
per quarter.

NOTE: This pertains to paragraph b,4 (2)  
NOTE: AFR 60-2/SAC SUP-2, 9 Sep 57.

FOR THE COMMANDER:

DISTRIBUTION: "C:E"

  
FRED TO LENZ  
Captain, USAF  
Adjutant

# DECLASSIFIED IAW EO 13526

\*AFR 145-15/3918ABGSUP-1

3918ABG SUPPLEMENT-1)

HEADQUARTERS 3918TH AIR BASE GROUP (SAC)

AFPO 194 New York, New York

5 November 1957

TO AFR 145-15

## COMMISSARIES

### Individuals and Organizations Authorized Commissary Privileges

(EFFECTIVE 5 NOVEMBER 1957)

NOTE: File in front of AFR 145-15, 1 Nov 56

See paragraph 1.

(ADDED) Only married military personnel or United States civilian employees accompanied by their dependents, or single military personnel or United States civilian employees who reside off-base and have adequate cooking facilities available will be granted commissary privileges at this base.

See paragraph 2.

(ADDED) Dependent children, 12 years of age and above may be permitted to make commissary purchases as the serviceman's agent whenever circumstances preclude spouse from acting in this capacity.

See paragraph 3.

(ADDED) All personnel authorized commissary store privileges will identify themselves as authorized commissary patrons by presenting AF Form 1060 "Commissary Store Permit". Commissary permit will be renewed annually.

See paragraph 3a.

(ADDED) Uniformed personnel, desiring to purchase fresh fruits and vegetables from the AFEX concession will not be required to have a commissary permit in their possession.

See paragraph 3d.

(ADDED) Personnel effecting a base clearance, and who have a Commissary Store Permit in their possession, will relinquish this permit to the Base Processing Section.

See paragraph 4.

(ADDED) When an individual is authorized and desires commissary privileges, he will prepare and submit to the Commissary Officer, AF Form 1059. For single military and civilian personnel or married military and civilian personnel not accompanied by their dependents and authorized under this regulation, DD Form 88 will be used, signed by the Base Commander or his authorized representative.

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\*Supersedes 3918ABGR 145-1, 26 Jan 56 and 3918ABGR 145-1A, 15 Mar 55



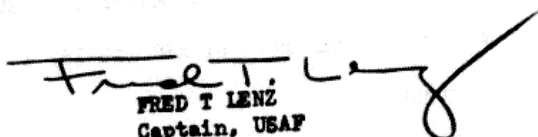
AFR 145-15/3918ABGEUP-1

See AFR 145-15.

7. (ADDED) When a commissary permit has been lost, the individual will notify the Base Provost Marshal. The Base Provost Marshal will then furnish the patron with a letter to the Commissary Officer, indicating that he has been informed of the loss.

FOR THE COMMANDER:

DISTRIBUTION: C&E

  
FRED T LENZ  
Captain, USAF  
Adjutant

# DECLASSIFIED IAW EO 13526

3918ABG SUPPLEMENT-1)  
TO SAC REG 160-1 )

SAC Reg 160-1/3918 ABG SUP-1  
RP  
HEADQUARTERS 3918TH AIR BASE GROUP (SAC)  
APO 194, New York, New York  
4 November 1957

## MEDICAL SERVICE

### Immunization

(EFFECTIVE 1 NOVEMBER 1957)

NOTE: File in front of SAC Regulation 160-1

#### Paragraph 5 (Added) RESPONSIBILITIES

a. It is the responsibility of Base Personnel to accomplish each of the following:

- (1) Notify the Out-Patient Clinic of immunization serum required 90 days in advance. Notification will be made in writing within the first 10 working days of each month.
- (2) Schedule required immunizations monthly for all personnel of this group.
- (3) Notify the Out-Patient Clinic at least 15 days prior to first day of each month, immunizations required.
- (4) Maintain Immunization Records for all personnel this group.

b. It is the responsibility of the 3918th USAF Dispensary to accomplish the following:

- (1) Maintain required stock of serum as requested by Base Personnel.
- (2) Make monthly requisition of 90 day advance immunizations as requested by Base Personnel in accord with paragraph 5a(1) above.
- (3) To notify Base Personnel of time, date and place immunizations will be administered.
- (4) Furnish Base Personnel a roster of immunizations which are not available, each month, within the first five working days of the month.
- (5) Administer required immunizations.

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3918 ABG SUPPLEMENT-1)  
TO SAC REG 205-5 )

SAC REG 205-5/3918ABGSUP-1  
BPM  
HEADQUARTERS 3918TH AIR BASE GROUP (SAC)  
APO 194, New York, New York  
15 October 1957

SECURITY

The Combat Force Protection Program )  
(Effective 15 October 1957)

NOTE: File in front of SAC Reg 205-5, 1 July 1957.

See Paragraph 8a.

(1) Designation of Category I and II Restricted Areas.

(a) Unit Commanders will provide for surveillance and protection of Category I and II items and areas, under their jurisdiction during on duty working periods as follows:

1. Category I - Aviation fuel storage (AVGAS & POL Areas).
2. Category II - Aviation refueling vehicles.
3. Category II - Supply Areas containing Aircraft spares strike kits.

See paragraph 8b.

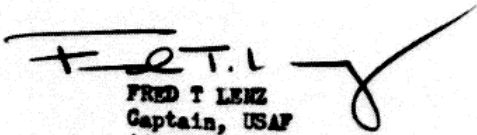
(1) (Added) The ADS Technical area is an established Category I restricted area. The 3918th Air Police Squadron will provide close in and area type protection of this facility during duty and non-duty periods. The ADS Commander will provide on the job surveillance and access control of the sensitive resources under their jurisdiction.

See paragraph 8c.

(1) (Added) This Supplement will be the basis for physical enforcement actions by responsible personnel and for disciplinary actions against persons who violate the integrity of the restricted areas as prescribed by AFR 205-1 par 142 and AFR 205-2 par 39.

(2) (Added) Requests for access to the above restricted areas will be processed in accordance with 3918 ABG Reg 205-7.

FOR THE COMMANDER:

  
FRED T LENZ  
Captain, USAF  
Adjutant

DISTRIBUTION: "C,"

DECLASSIFIED IAW EO 13526

Headquarters  
3918TH AIR BASE GROUP (SAC)  
United States Air Force  
APO 194, US Air Force

BCRM

20 December 1957

SUBJECT: (Uncl) Analysis of Management Control System - November 1957-  
3918th Air Base Group (RCS: 7AD-DCR-U2)

TO: Commander  
7th Air Division (SAC)  
APO 125, US Air Force

Highlights

1. Officers' Mess regressed in November because of excessive inventories, and low gross profits, and high salaries.
2. Aircraft Bench Stock continued to improve at this station.
3. Pipeline Time and Local Purchase continued to be a weak area.
4. Excess inventories in Clothing Sales Store resulted in low score for November.
5. Subsistence costs in Food Service remained high in November.
6. Part II of this letter is classified Confidential in order to protect consolidated data showing status of the 3918th Air Base Group. The remainder of this document is Unclassified.

2 Incls

1. Part II - MCS Scores (Nov) (Confid) Major, USAF  
Director of Comptroller
2. Part III - Analysis of Weak Areas.

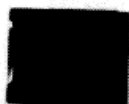
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C/57-1754



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PART II - 7AD ANALYSIS OF MANAGEMENT CONTROL SYSTEM SCORES FOR NOVEMBER 1957

PERCENT OF SCORE OBTAINED  
UPPER HEYFORD

	OCT SCORE	NOV	FORECAST OCT&NOV
<b>A. PERSONNEL</b>	<b>94</b>	<b>87</b>	<b>89</b>
Officer MIRS	90	90	90
Airman MIRS	90	80	80
Retention	100	100	100
Officers Mess	90	70	80
NCO Mess	100	100	100
Major & Minor Incidents	100	85	90
On-The-Job Training	90	90	90
Officer Effectiveness Reports	N/S	N/S	N/S
<b>B. MATERIEL</b>	<b>73</b>	<b>74</b>	<b>71</b>
Line Items Processed per M/H	80	90	80
Percent of 1-5 Priority Immed. Req.	100	100	100
Aircraft Bench Stock Status	40	40	40
Line Items Stocked	100	100	100
Supply Effectiveness	60	100	60
Pipeline Time from Comm'l Vendors	40	40	40
Air Force Service Store	80	100	100
Clothing Sales Store	100	60	80
Commissary Sales Store	90	97	97
Food Service Management	40	15	15
Seaweed Station Completeness	N/S	N/S	N/S
Ground Power Equipment Status	70	75	70
<b>C. GENERAL</b>	<b>81</b>	<b>89</b>	<b>88</b>
Ground Safety	30	60	40
General Ground Training	N/S	100	100
Late Reports	100	95	95
Inventory Accounting	N/S	N/S	N/S
Control of Funds Oblig. Rate	100	90	100
Q&M Construction Progress	N/S	N/S	N/S
*Photo Lab	N/S	97	97
<b>GRAND TOTAL</b>	<b>82</b>	<b>82</b>	<b>81</b>

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## PART III - ANALYSIS OF WEAK AREAS

1. Officers Manning (90%): One officer was transferred in November bringing effective manning from 97.5% in October to 96.3% in November. This station, as of 30 November, had six officers over the authorized strength with nine officers working out of required specialities. (Uncl)
2. Airmen Manning (80%): A loss of 30 airmen caused a reduction in effective manning from 94.1% to 92.7%. Primary shortages at this station are, Clerical (14), Air Police (13), and Medics (9). Overall body manning exceeded the authorization as of 30 November. (Uncl)
3. Officers' Open Mess (70%): Points were lost in three areas. These were Gross Profit on Food (34% to optimum of 45% or above), Salaries to Sales (60% to optimum of 50% or below), and Inventory Turnover (.87% to optimum of 1.0% or better). To explain the low gross profit on snack bar sales, this office costed the items sold at the Snack Bar. The results of this study indicates the prices of goods sold are generally not too low to cause the undesirable gross profit. One factor which may influence this ratio is the prices charged for special parties. One accountant was discharged in November which will reduce the sales of the Club in future months. Excessive Bingo inventory (\$763.23) coupled with an increase in Snack Bar inventory in November decreased the inventory turnover rate to .78 or 39 days (Uncl)
4. Aircraft Bench Stock Status (40%): The percent on hand of B-47 spares has gradually increased over the past three months as depot requisitioning action is being received. Percent on hand as of 30 November was 84.1% compared to 76% in September. To insure all shortages have been requisitioned, Maintenance personnel are reviewing all shortages and will submit to Director of Material a list of shortages to be screened against Stock Record cards. The delay in getting requisitioning documents into Heyford's Base Supply has been the primary reason for low effectiveness in this area by many stations in the Command. (Uncl)
5. Pipeline Time for Commercial Vendors (40%): This areas continued to reflect a low score as the backlog is being eliminated. Personnel wise the procurement section is sufficiently manned to perform the requirements. The loss of personnel in August and the training of their replacements has placed undue workload on the section. This area should improve during the next quarter. (Uncl)
6. Clothing Sales Store (.60%): A substantial drop in sales during November with an increase in inventory has substantially effected this area. Shipments from all stations of khaki uniforms is primary reason for inventory increase. Levels are now being established and excess will be shipped out. (Uncl)

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7. Food Service Management (15%): The cost per meal served and subsistence cost are far in excess of the standards. Below is a comparison of actual cost and the standard.

	<u>Optimum</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>
Cost per Meal Served	.17¢	29.5	26.6	31.9
Subsistence Cost		1.14	1.18	1.14
Field Ration Allowance		1.14	1.11	1.07
Difference	0	0	.07	.07

A reduction in number of meals served in November resulted in a high cost per meal served. The forced issues for November amounts to .01¢ of the .07¢ average. Excess issues served is the primary reason for high subsistence cost. (Uncl)

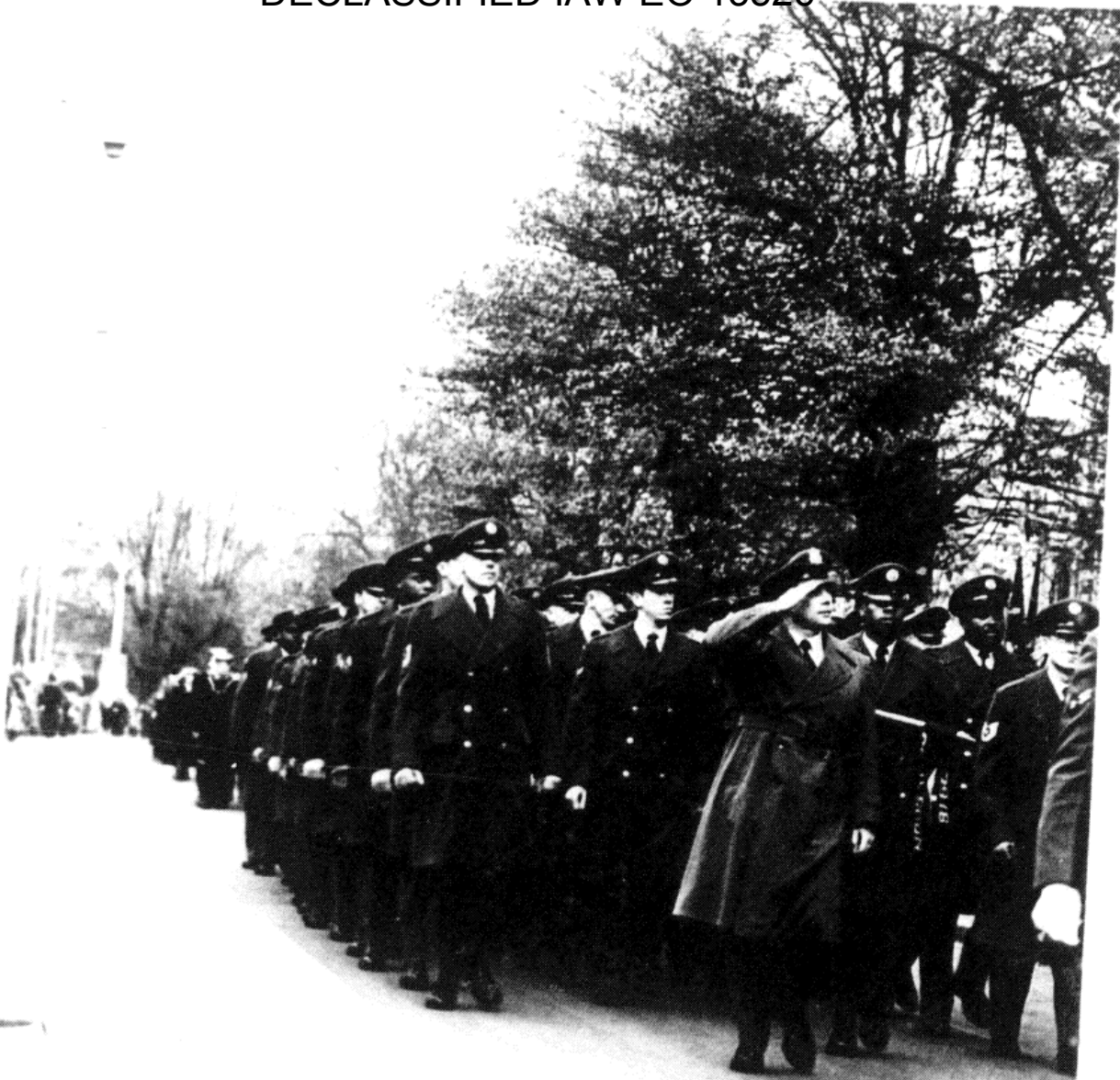
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P H O T O G R A P H S

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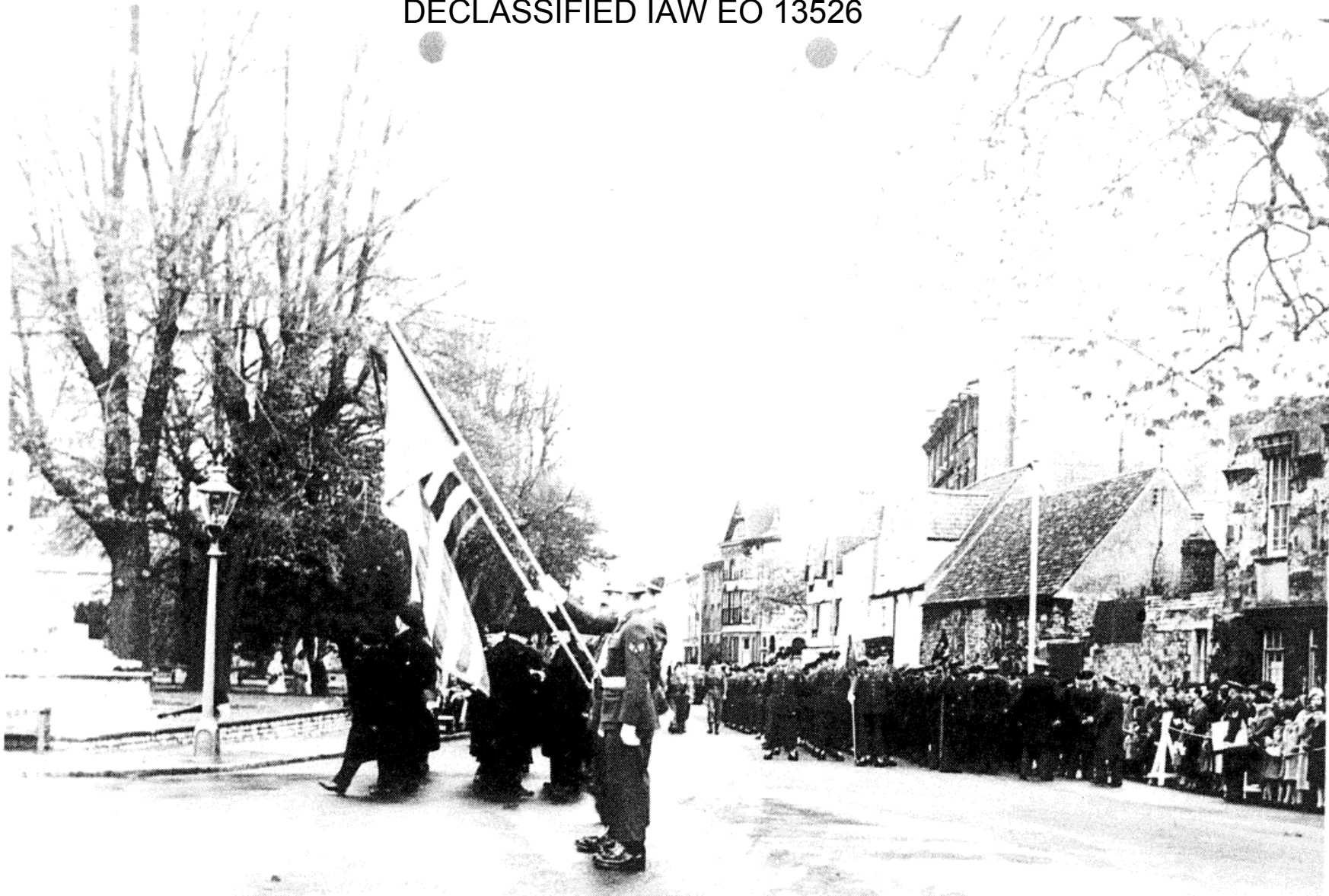
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SAC personnel from RAF Station Upper Heyford participated during the month of November 1957 in the Remembrance Day ceremonies in the surrounding communities. Shown above are SAC personnel in the City of Oxford.

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Shown above left to right, Colonel Kenneth Schultz, Base Commander, the Mayor and Mayoress of Oxford, the Duchess of Marlborough, Lady Barnett and Mrs. Kenneth Schultz, wife of the Base Commander at Upper Heyford. The picture was taken in the Mayor's official parlour during the British Red Cross Christmas bazaar to which the wives of Upper Heyford personnel were invited.



Wives of officers and NCO's at Upper Heyford baked a total of 126 cakes during November and donated them to the British Red Cross Christmas Bazaar in Oxford. The cakes were collected by base personnel and delivered in two bakery trucks.



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Giant earth movers work on Upper Heyford's airfield during the month of November 1957, moving tons of earth and leveling various areas. This is part of the ~~SECRET~~ **DECLASSIFIED IAW EO 13526** program.



Large earth movers toil on Upper Heyford's airfield clearing tons of dirty and rock away to make way for workmen during the month of November 1957. The earth movers are a part of the force being used during the Payment Strengthening Project.